



Original Iron Men revisit the Battle of Metz......page 24



From the Commanding General...

Postured for the future



By Maj. Gen. James B. Mallory III Commanding General 108th Training Command (IET)

A recurring theme of many of my columns over the past three years have been to discuss the rationale of unit transformations, impacts of realignments on our force structure, as well as how operations in the Army Reserve have changed and expanded missions of our Basic Combat Training, training support and ROTC units. We are preparing to make the last major force structure changes which will reduce the number of our BCT battalions from 46 to 40, but which will retain all of our company structure, resulting in the remaining BCT battalions adding a sixth BCT company and necessitating some company realignments and adjustments to battalion geographic footprints. I want to reiterate that no Drill Sergeant positions will be eliminated through this process, but after three years of being on notice of the need to increase qualified Drill Sergeant strength, successful units will remain and others will "go where we can grow" to sustain our force.

In regard to our missions, we have been working closely with the US Army Training and Doctrine **Command, Deputy Commanding** General for Initial Military Training, Lt. Gen. Mark Hertling, to expand the training base by employing our units in accordance with the ARFORGEN concept of mobilizing companies for up to one year every five. Now, instead of using virtually all of our training capability each year by executing Echo company missions using annual training, during years one through four of the ARFORGEN cycle we now have the ability for our Soldiers to utilize annual training to attend NCOES, execute individual annual training support to active component basic training units, support the ROTC **Leadership Development Assess**ment Course at Fort Lewis, Wash.

and the Leaders Training Course at Fort Knox, Ky, augment regional training center operations and participate in security assistance missions abroad.

Since 9-11 we have demonstrated the versatility of our Soldiers to execute missions far beyond the IET and ROTC missions for which we are structured. We have demonstrated time and again that "training is our middle name" and our profes-

sional cadre can train Soldiers in virtually any environment.

We recently conducted a strategic planning conference in which we articulated our mission, vision and shared values as

a guide to the future. As adopted "Our vision as the premiere US Army Reserve training organization is to provide both operational and strategic capabilities to the US Army as the force provider of units employed in accordance with AR-FORGEN in support of Initial Military Training and as required, units and Soldiers to train, advise and assist any service, multi-component, inter-agency or multi-national organization in both CONUS training missions or OCONUS stability operations in the full spectrum environment." That may be a mouthful, but it is a comprehensive acknowledgment of our demonstrated capabilities and way ahead.

I would like to highlight some of our ongoing contributions to security assistance missions throughout the world. I have had the privilege during my command tenure to visit our troops engaged in security assistance training missions in Iraq, Afghanistan and Saudi Arabia.

We have had an enduring presence in Afghanistan for the past seven years where Soldiers of the 95th Training Division (IET) have been key to the establishment and expansion of the Afghan National Army's Drill Sergeant School and BCT training operations. The Afghan National Army mission continues to be

Finally, during the last year we have deployed a team of advisors to Saudi Arabia under the command of Brig. Gen. Robert Catalanotti to establish the Office of Program Management-MOI Facilities Security Forces. I had the pleasure to visit these Soldiers in December and see first hand their significant contributions to world security and stability.

These security assistance missions are ample proofs-of-principle

of our capability to expand and systematize our future engagements throughout the world in support of our nation's priority defense objectives as articulated in the 2010 Quadrennial Defense Review to

prevent and deter conflict by fostering regional stability and building partner capacity.

None of these mission accomplishments would be possible without the support of our Soldiers by their families and employers. I would ask that each of our Soldiers to take the time to explain the criticality of our ongoing missions, both stateside and overseas, and thank our families and employers for their sacrifices as our enablers. As an update to our Family support program, I want to thank all of you for ensuring our Fort Family program and community connections continue to set the bar for the US Army Reserve, as demonstrated by our being selected for our 5th DOD Family Readiness award. Keep up the great work and I will see you on the objective! HOOAH!

"Victory Starts Here!"

Since 9-11 we have demonstrated the versatility of our Soldiers to execute missions far beyond the IET and ROTC missions for which we are structured.

critical as the need to increase the size of Afghan security forces is the centerpiece to our strategy to prevail over extremists and establish stability in Afghanistan.

In a continuation of the original **Multi-National Security Transition** Team-Iraq (MNSTC-I) mission begun by the 98th Training Division (IET) Soldiers of the 108th continue to advise and mentor at the Iraqi military school in Taji and other Regional Training Centers. In January Command Sgt. Major Payne and I had the pleasure of meeting with some of these Soldiers at Camp Victory, Iraq as they were marshalling to return home after a year long deployment and completing a highly successful mission. We also had the opportunity to visit with some of their replacements at the NCO Academy, Engineer School at Camp Taji, as well.

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GROW EVOLVE BECOME

Spring 2010



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Pictured Above: A vehicle carrying a simulated improvised explosive device (IED) attempts to enter the convoy and is taken out by the rear HUMVEE as a simulated explosion is detonated. The training took place at Task Force Marshall, Fort Jackson S.C. Photo by Sgt. Maj. Mark Schultz, 108th Training Command (IET) Public Affairs.

Front Cover: Spc. Arion Moltis, an ammunition supply specialist from the 261st Ordnance Company in Crosslanes, West Va., shoots an azimuth during the land navigation portion of pre-deployment training. "If you've lost your GPS, you need to know the old method," he said. Moltis is deploying to Kuwait. Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.

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From the Command Sergeant Major...

With decade of changes we begin anew



By Command Sgt. Maj. William J. Payne Command Sergeant Major 108th Training Command (ET)

Welcome to 2010 and to a new decade. Does it seem like it's been ten years since Y2K and the prediction the world would come to a grinding halt? Well, it has been 10 years and there have been a number of changes and challenges in the past decade, some good and some not so good and with the New Year the only constant is change.

The Bad was the terrorist attacks on our country on September 11, 2001. Since then our lives, for those of us who serve in uniform and especially the Reserve and National Guard, have been changed forever. We are no longer the old strategic reserve force sitting on the bench, waiting to be called, but never getting into the game. Since 9-11 will have been part of the starting team. The current up-tempo operations would be impossible to sustain without the support of reserve forces.

The Good was seeing how reserve Soldiers stepped up to the plate and performed outstandingly. We are doing what we are trained to do and that is to train Soldiers, albeit in a situation far outside the box of any scenario any of us could have imagined.

Our commander, Maj. Gen. James B Mallory III, is winding down his long and distinguished career as a Soldier in the 108th Training Command (Initial Entry Training). I can only imagine what that feeling must be like as I will be facing the same issue next year. His visionary leadership turned the 108th Tng. Cmd. (IET) into one of the premier units in the United States Army Reserve and I'm sure whatever his next duty assignment is that he will excel. The next commander of the

108th Tng. Cmd. (IET) has not been determined at this time.

Join me in congratulating Command Sgt. Maj. Michael D. Schultz, who has been selected as the 11th Command Sgt. Maj. of the USAR. He is currently assigned to the 143rd Sustainment Command at Orlando, Fla. Schultz brings a wealth of experience in a variety of assignments including three tours in theater having served in Iraq, Afghanistan and Kuwait.

If you have not already heard, the 108th Tng. Cmd. (IET) will fall under the operational control of the newly formed Initial Military Training (IMT) Command and will be commanded by Lt. Gen. Mark Hertling. Hertling is the former commander of the 1st Armor Division (Old Ironsides). The IMT command will be a subordinate command of the US **Army Training and Doctrine Com**mand (TRADOC). Currently the command calls Fort Monroe, Va. home but will be moving to Fort Jackson, S.C. in the former Army Reserve Readiness Command Headquarters, located atop Tank Hill. The new headquarters building is near the Soldiers Support Institute and Chaplains School. The relocation is scheduled for spring 2010.

Command Sgt. Maj. John Calpena has been selected as the first Command Sgt. Maj. of the IMT Command. Calpena is currently the Command Sgt. Maj. of Multi-**National Security Transition Com**mand – Iraq (MNSTC-I). There are a number of us from the legacy units of the 80th, 98th, 104th and 108th Divisions familiar with MNSTC-I as this is where most of our deployed Soldiers were assigned for Operation Iraqi Freedom. MNSTC-I will be changing names soon as are there are no longer multi-national forces in Iraq, only US forces. Multi-National Force-Iraq (MNF-I) has already changed its designation to United States Forces-Iraq (USF-I) as

Sometime this y ear we will officially pick up the 104th Training Division (Leader Training) known as the Timberwolves and its Reserve Officer Training Corps (ROTC) mission. The 104th Tng. Div. (LT) will be located at Fort Lewis, Wash. We are also working with the 84th Training Command (Leader Readiness) to transition command and control of the three Regional Training Centers (RTCs). For the immediate future however the 108th Tng. Cmd. (IET) will continue to help staff the RTCs.

The format of our Best Warrior Competition (BWC) will be a little different this year. The 95th Training Division (IET) and 98th Training

Division (IET) will conduct their BWC in the March to April time frame in conjunction with their Drill Sergeant of the Year (DSOY) competition. The winners of those two division competitions, in both the enlisted and non-commissioned officer categories, will then make a board appearance at the 108th Tng. Cmd. (IET) headquarters. The winners selected by the board will go directly to the USAR BWC held at Fort McCoy, Wis. in July, instead of having to compete at the 81st Regional Support Command initially.

First Sergeants and Battalion Command Sergeants Major, you need to be looking for your best and brightest to compete in both the BWC and the DSOY competitions to be held at TRADOC in June.

It is also it a good bet the 108th Tng. Cmd. (IET) will be asked to support the annual Memorial Day parade held in Washington DC with drill sergeants again this year. The 95th and 98th Tng. Div. (IET) should compile a roster of 15 to 20 drill sergeants who are interested in participating in this event.

The 108th Tng. Cmd. (IET) Family Readiness command program, Fort Family, is being adopted as the standard for the USAR and has gained recognition by the active army as well.

The USAR promotion system, especially as it pertains to the promotions of specialist to sergeants will be one of our greatest challenges this year. Recent changes in the procedure (basically allowing a letter of exception to expire in October 2009) will make the recruiting and promoting of Soldiers in this category very difficult without other changes being made. Addressing this issue, especially in regards to our drill sergeant candidate program, is one of the highest priorities of the 108th Tng. Cmd. (IET) and is being staffed within many different sections at the headquarters.

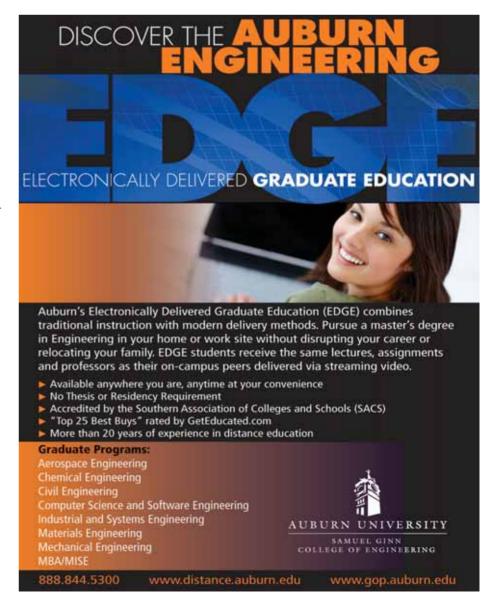
Funding dollars will also be a challenge this year and may present a major hurdle to some of the initiatives we have on our plate. Funding that was there in the past simply does not exist today as the nation shifts gears and focuses on other priorities.

So again, as another year and another decade start we face many new changes, we have many new challenges and opportunities before us.

Because my last article was a history lesson about Fort Monroe, for this issue, class dismissed.

I'll see you on the trail.

"Victory Starts Here"



From the desk of the Chief Executive Officer...



By Larry M. Cruz **Command Executive Officer** 108th Training Command (IET)

I hope you and your families had a blessed Christmas and Happy New Year. We are looking at firming up the location of our annual **Full-Time Staff (FTS) Conference.** We will announce the location of the conference soon. It will be a great opportunity for us to do some FTS networking and team building among our three divisions and brigade FTS while simultaneously providing our new commanding general with a warm FTS welcome.

We will push attendees as far down as fiscally possibly but will certainly include all division and

brigade FTS, at a minimum. As we get closer to the event, we will distribute a formal email and operation order detailing the specifics. I can not tell you how much I appreciate the hard work you all put in day in and day out in support of our Soldiers, families and the command group.

Looks like National Security Personnel System (NSPS) will remain

in place through this fiscal year. Despite the ultimate fallout, continue to recognize and reward your top notch performers while simultaneously coaching and mentoring your new and junior staff to develop and hone their knowledge, skills and abilities. This March marks three years for me as the Command Executive Officer so I want to personally thank the Division CXO's,

SSA's and primary FTS for all your support and hard work.

Despite my team (Arizona Cardinals) not making it to the Super Bowl, I feel like I'm a part of a Super Bowl team with the 108th Training Command (IET). Keep up the great work and I look forward to seeing you all on the high

The flag is moving forward!

Warrant Officer challenges, issues 2010



By Command Chief Warrant Officer Shirley B. Moser 108th Training Command (IET)

It is with great excitement that I begin my new position as Command Chief Warrant Officer of the 108th Training Command. The journey has been very challenging but very rewarding. I envisioned this moment many times and wondered what it would feel like to be in CW5 Gary Williams' shoes. I read his column and appreciated the excellent job he did in mentoring Soldiers and taking care of their needs during his tenure as Command Chief. I know this will be the best time in my entire career as a Soldier and Warrant Officer. There are many things I hope to accomplish as I grasp the enormous job before me. I want to touch base with all the Warrant Officers within the 108th Training Command and let them know who I am and what I stand for as I accomplish this mission. I want to know their problems and improve communication.

I am not new to the command since I served as a reservist in several of the battalions and brigades and as a civil servant for almost 35 years. Many of those years have been with the 108th Training Command except for three years where I served with the 120th ARCOM, 431st Quartermaster Co. in Jacksonville, N.C. I have enjoyed the times I spent with the Soldiers and been grateful that I could help solve many personnel and administrative issues which I feel made a difference in their reserve career.

My career started in the Winston Salem Army Reserve Center as a reserve Soldier in 1974. I became a Unit Administrator in 1986. My goal was to become a Warrant Officer, and I was able to accomplish this in 1990 when I completed **Warrant Officer Candidate School** at Ft McCoy, Wis. I was commissioned a year later and started my career as a Warrant Officer at 3rd Brigade in Winston Salem, N.C. After leaving my unit administrator position in Winston Salem, I went to work at Wake Forest University ROTC as a Human Resources technician in 2003. I have served on active duty with Task Force 802

and RTC East for the last couple of years as a Military Personnel Technician. My family consists of my son and my parents. They supported me in my endeavors all through the years which have been very important to my success.

My primary responsibility will be advising the Commanding General on Warrant Officer issues and affairs. I will be involved in Warrant Officer recruiting, mentorship, professional development, and MOSQ readiness. There are issues facing the retention of Warrant Officers: assignment, utilization, and filling many existing vacancies. Most Warrant Officers have issues and concerns that need to be addressed. I plan to utilize the Command Chief Warrant Officer's knowledge and the experience I have gained throughout the years to help solve these issues. I hope to conduct a Warrant Officer Conference where we can discuss these issues and make strives toward our future goals together as a team.

The Warrant Officer education system needs to match the system non-commissioned officers and officers are expected and required to complete. Warrant Officers should have new and exciting goals to reach. These goals need to be clear and may require training and further education. At the Warrant Officer Senior Staff Course, we discussed this in depth. We also reviewed many of the topics taught at the U.S. Army War College and **Command Sergeants Major Acad**emy and realized we needed more time allocated for these subjects at future courses.

I am extremely proud to be selected as the new Command Chief Warrant Officer for the 108th Training Command. I look forward to the future and meeting each of you. Please feel free to call or e-mail me if you have a problem or concern. I want to make this year a great one and continue the tradition that CW5 Williams' started as the first **Command Chief Warrant Officer** for the 108th Training Command. Happy New Year to all.

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Training for war at Fort Hunter Liggett

By Victoria L. White

108th Training Command (IET) Public Affairs

It's the biggest Army Reserve base and the eighth largest in the entire Army with more than 165,000 acres of rolling hills, mountains, forests and rivers. With warm winters and temperatures rising to 115 degrees during summers, Fort Hunter Liggett offers an ideal location for training warriors headed to war.

Established in 2005, the U.S. Army Support Training Center trains Combat Support (CS) and Combat Services Support (CSS) units. It is home for the Army Reserve's Regional Training Center-West where 108th drill sergeants conduct pre-mobilization training, allowing units to get the combat training they need, deploy quicker

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GPS technology in recent years makes land navigation easier and more accurate. Soldiers learn to use the technology along with "the old way" of shooting azimuth measurements and map coordinates. Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.

and get more "boots on the ground" time during deployments, say officials. Reserve officials say the RTC concept was developed from lessons learned by leaders who witnessed flaws in mobilizations during Operations Enduring Freedom and Iraqi Freedom.

Across the vast reservation are tactical training bases, live-fire ranges, urban assault courses, classroom facilities, air strips, drop zones and thousands of acres of forests perfect for learning land navigation skills. Recent additions include a new

Military Operations on Urban Terrain (MOUT) site that resembles an Iraqi village where Iraqis in Ara-

bic dress add realism to the training and HEAT. HEAT is the High-Mobility

Multipurpose Vehicle (HMMWV) Egress Assistance Trainer, a high-tech simulator that teaches Soldiers how to react in the event their Hummer overturns on the battlefield.

"Soldiers come here for 21 days and we train them to go to war," explains Command Sgt. Maj. Anna Vega, command sergeant major of RTC-West. "Every Soldier deploying comes through one



Soldiers from the 261st Ordnance Company fire the M203 grenade launcher as part of their pre-deployment training at Ft. Hunter, Liggett, Calif. *Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.*

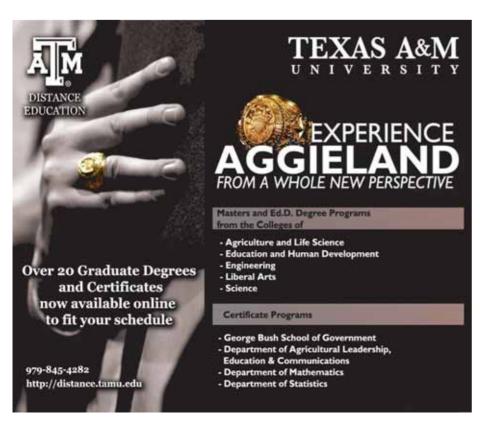
of the RTCs. We train most of the transportation units and because of the warm weather, we can train the whole year. Most of our trainers right now are from the 3rd-518th BCT and the 95th Division on a one-year tour. Many of our drill sergeants extend another year."

The U.S. Navy also sends deploying sailors for pre-mobilization training as part of their Sea Bee Readiness rotations. National Guard and other military agencies also take advantage of the training opportunities at Fort Hunter Liggett.

RTC-West is now being reassigned to the 84th Training Com-

mand along with the other Regional Training Centers (RTC-East at Fort Dix, N.J. and RTC-North at Fort McCoy, Wis.).

"As we transition over to the 84th, our goal is to make this new relationship seamless and transparent to the drill sergeants who are charged with training warriors preparing to deploy," explains Lt. Col. Mark Teachey, commander of RTC-W. "Although this change will be visible, our dedication and resolve to provide world-class pre-mobilization training for those who are moving to the tip of the spear will not change. We owe the Reserve warriors our very best!"





Commentary: Soldiers share bond with All-American athletes

By Erika Wonn

SAN ANTONIO, Texas (Jan. 9, 2010) — The 10th anniversary of Saturday's Army All-American Bowl actually kicked off last week with a number of events that included a skills challenge, where Soldiers tested their football skills against the all-star players.

You may not think that U.S.Army Soldiers and high school football players would have a lot in common, but this year's bowl showed that they may be more similar than it seems.

Soldiers are taught discipline, courage, teamwork and selfless service when they do their every-day jobs. By the same token, these players are taught the benefits of camaraderie and sacrifice for their team which relates directly to the Soldiers' mentality.

The skills challenge, which took place on Wednesday, included a quarterback challenge and obstacle course. The West won over the East in this mini challenge before the big game on Saturday, in which the West won again, 30-14.

The NCO, Soldier, Recruiter and Drill Sergeants of the Year joined the high school all stars on the field in the skills challenge. Wounded Warriors from Brooke Army Medical Center in San Antonio also participated in the pre-game competition. Players from both sides of the competition were humbled by the strength and commitment these fine servicemen exhibited at the challenge.

While the wounded warriors were competing, all of the players cheered and congratulated them when they finished. The wounded warriors definitely proved to these young men that hard work and commitment to a team, a cause and yourself is worth it.

The Army Strong Zone at the stadium during the game and earlier in the week provided an opportunity for players and families to take a firsthand look at the tools and technology that the Army is using to protect and serve the great nation in which we live.

During the rest of the week's activities – a barbeque, concert by country music star Darryl Worley and the awards banquet announcing the Player of the Year along with other notable awards – Soldier heroes bonded with their football player counterparts, and both sides learned much from each other.

"Both sides benefit from this game," said Non-Commissioned Officer of the Year, Sgt. 1st Class Aaron Beckman. "I think it shows the players who we are, and where we come from. It reminds Soldiers where they came from and how they got to where they are now."

The Ken Hall trophy and Player of the Year were awarded to Dillon Baxter, a running back from San Diego's Mission Bay High. This young player may have won the week's big award, but all of the competitors had the opportunity to learn from this experience.

A couple of the players had the opportunity to visit Washington, D.C., in December for a tour of the Pentagon, Walter Reed Army Medical Center and a wreath laying at Arlington National Cemetery.

Beckman had the opportunity to join the football players on their tour and for the wreath laying. "To have that opportunity was amazing," Beckman said." I've been in combat, and I've seen

my comrades fall. They saw that it moved me (to lay that wreath) and they took part in that experience. They will take that with them forever."



Staff Sgt. Steven A. Stocking, 95th Training Division (IET), Staff Sgt. Michael P. Beers, USAR Drill Sergeant School and Sgt. 1st Class Derek S. Renaud, 98th Training Division (IET) attended the All-American Bowl in San Antonio, Texas in early January. The three Drill Sergeants worked the Drill Sergeant exhibit and were later presented with a "Coin of Excellence" from the Secretary of the Army. Photo courtesy of Jim Beck.

This game is a great opportunity for the Soldier heroes to bond with their high school football player counterparts. These players were fortunate to get to spend time with America's best asset... the American Soldier.

Both groups learned much from each other, and the players will take this experience with them through their college football careers and far beyond.

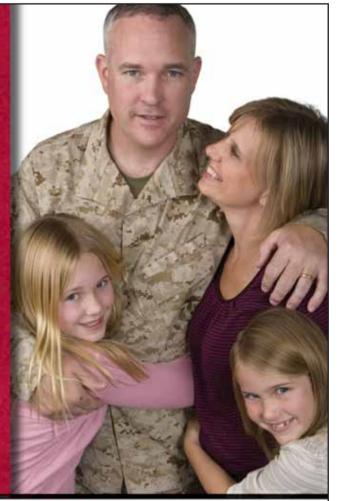
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To visit the site go to https://www. us.army.mil/suite/page/556795



€ G-2

Do you need a Security Clearance?

Many Soldiers are unsure if they are required to have a Security Clearance. It is the policy of the 108th Training Command that every Soldier SFC and above hold at least a Secret clearance. Soldiers can check to see if their MOS(s) require a Security Clearance by going into 2X Citizen and pulling up their record. There will be a box on the right that will list the Primary, Secondary and Additional MOS(s) the Soldier holds and if there is a Security Clearance required. The Soldier's current Security Clearance will be in the center of the screen in the Retention/Readiness area. If you need a Security Clearance or have questions, contact your unit Security Manager.



APFT and Weapons Qualification

The 108th Training Command headquarters will conduct its next APFT on April 17th and 18th. Annual weapons qualification will be held on May 15th at Ft. Jackson, SC. There will be no RST available on these dates. The Chief of Staff conference call is conducted every Tuesday before Battle Assembly. Directorates and select staff will receive an email with dial-in number; pass code and further instructions prior to the conference call.



G-4

The 108th Training Command (IET) headquarters company supply section has been selected as one of three nominees in the 2010 Unit Level I (B) -TDA United States **Army Supply Excellence Award** competition. The results of the DA competition will be announced April 10th and the awards will be presented in the Washington D.C. on June 10th. In 2009, the 108th Tng. Cmd. (IET) was named runner-up in the in Unit Level I (TDA) United States Army Supply Excellence Award, Army Reserve category.



Restationing Actions

Growing Drill Sergeants. We are all focused on growing Drill Sergeants as the primary weapon system for the Command. As our units aggressively pursue this, let me mention a couple things that need to be understood down to Detachment level as it relates to Force Development when you move out to execute the CG's intent to find locations where we can grow Drill Sergeants.

To officially occupy a building and all the other advantages and resources that are associated with Mr. Andrew Fairchild, at e-mail andrew. fairchild@usar.army.mil or Ms. Pamela Reeves-Straw

98th Training Division (IET) Mr. John Compitello, at e-mail john.compitello@usar.army.mil



New computer lab opens

By Maj. Donna Hamlin, G-6 108th Training Command (IET)

The 108th Training Command G6 has opened a general purpose computer lab at its headquarters in Charlotte. The intended purpose is to provide a location where Sol-

Can you run five miles in thirty minutes? If so, then you are a candidate for the Confederation of **Reserve Officers Military Pentath**lon competition. The competition is comprised of seven events and will be conducted in Stavanger, Norway from August 7th through August 15th, 2010. Officers and non-commissioned officers are being recruited to field an Army Reserve team.

The military competition (MIL-COMP) consists of seven events: rifle, pistol, land navigation, water obstacles, land obstacles, first aid, and law of land warfare.

US Army reserve candidates will compete with members of other US reserve branches for team positions. Preliminary trials will be held in Vermont from July 18th through July 31. Service members selected will continue to train in Vermont or Stockholm, Sweden. Once the final team is selected and trained they will proceed to Stavanger, Norway and compete against NATO reserve teams from western and eastern Europe.

Point of Contact is Maj. John Tuckwiller: john,tuckwiller@us.army.mil or Sgt. 1st Class Thomas Bish: Thomas Bish Thomas. bish@us.army.mil



G-8

The 108th Training Command (IET) Lodging in Kind (LIK) Program is a tool for Commanders to take care of Soldiers and recruit and retain them from a larger geographical area. This program allows Soldiers not within normal commuting distance to attend Battle Assembly without incurring lodging costs. This program will encourage and promote additional opportunities for career progression for Soldiers outside of their local geographical area.

Lodging-in-Kind (LIK) Program includes Soldiers in areas that were not served by active military installations in the past to include the ranks of: Maj. (0-4) and below; CW2 and below; Master Sgt. (E-8) and below. This program will now be administered by the Battalion utilizing the units government purchase card (GPC) wherever possible. Soldiers will notify the unit of their intent to participate in the 108th Training Command (IET) Lodging in Kind (LIK) Program. Unit Commanders will brief Soldiers on the program and obtain a Statement of Understanding signed by the Solaler.

Business Transformation Office

The Global Assessment Tool (GAT), through Comprehensive Resilience Modules - Self Development (CRM-SD), is the primary method of sustaining and improving the Army's resilience through **Comprehensive Soldier Fitness** (CSF). The importance of this is



occupancy (access to IT, mail service, USARC LAN, etc.) a Permanent Order is required. Without a Permanent Order you are in at the benevolence of the units that are officially authorized to occupy the facility as well as the Facility Manager. So, if you are working on a handshake agreement or a MOA to occupy and utilize building space without a Permanent Order, you need to keep your chain of command informed as well as your supporting Force Development Directorate. Submit a formal request for a feasibility study up through your chain of command to the G-5 (DSCFOR) so that they can coordinate the study with the supporting RSC. Once the feasibility study is completed and the green light is given, a full stationing packet can be generated by the BN/BDE/Div and submitted through the Division to the G-5/DCSFOR 108th Training Command.

Bear in mind that a Permanent Order is the product of restationing requests and is the optimal document authorizing occupancy. This is what USARC, RSCs, and facility managers understand and point to when issues arise. You should be cognizant of this when you are dealing with facility managers and host units.

Full-Time Management Analyst POCs for Force Development:

108th Training Command (IET) Ms. Bobbie Austin, at e-mail bobbie. austin@usar.army.mil

95th Training Division (IET)

diers can have access to unclassified computers for online training and to assist in accomplishing the

Soldiers should not save documents, pictures or music on the hard drives due to licensing and privacy concerns. Additionally, the hard drives are periodically wiped clean. The Army Knowledge Online file communities are handy for storing files while using the lab. The file communities are also more secure than the hard drives.

The lab can also be used for unclassified classes and training and anyone who needs to schedule the lab for such activities should contact the G-6 section. Also, if there are any problems with the equipment or there is a need for paper or toner for the printers, Soldiers should contact the G-6 section as

Future plans for the lab include adding a permanent projector, projector screen and new chairs. In the meantime, a portable projector can be signed out from the G-6 section as needed. The lab is located in building 1412 on the second floor, classroom 6, and contains 16 Dell desktop computers and 2 HP Laser-Jet printers.

All Soldiers should update their profile on AKO. Profiles help people stay in touch with unit members. They also help others understand your blog and forum posts and email messages. It's a way of introducing yourself without requiring lengthy explanations.

clear: each Soldier will be able to monitor his or her personal growth and resilience while the Army will be able to determine effects of professional and environmental factors, as well as effectiveness of training, through the aggregate data. The end-state of CSF is a fit, resilient, and ready Army comprised of individuals with "strong minds and strong bodies".

The GAT is a survey-based screening tool that, used throughout a Soldier's life-cycle will measure a Soldier's fitness in each of the program dimensions of strength: emotional, spiritual, social, and family fitness. It is primarily used to determine an individual's baseline, and to link that individual to education and training to help increase his/her strength. The chain of command will be able to monitor completion of the GAT from the global assessment tool, but no one will have access to an individual's answers.

Based on the relative strengths and weaknesses identified on the assessment, CSF offers a menu of Comprehensive Resilience Modules - Self Development (CRM-SD), so that soldiers can improve in each of the five dimensions.

If you or any of your Soldiers have not completed this survey, please do so within the next couple of days at https://www.stf.army.mil. The average completion time is 20 minutes; you and your family are worth it.



By Denise Wallace *Family Programs 108th Training Command (IET)*

What a blessing it has been the last couple of months with the outpouring of generosity from our local civic and faith based organizations. I would like to personally thank Western Avenue Baptist Church in Statesville, N.C. for all the wonderful Angel Tree gifts they provided for our Soldiers children during the holiday season as well as the many organizations who generously donated gifts and care packages. A special thanks to the 4-H Club the Catawba County After School Care program located in Newton, N.C., and of course all of those who volunteered. Maggie Marie and Brenda Morgan from Charlotte VFW Post 948 provided a number of our deployed Soldiers children with a Christmas Party and gifts here. If you know of a taith based or civic organization in your area that would like to partner with Fort Family direct them to the 108th Fort Family website at www. fortfamily.org and click on Community Connections to complete an application.

🥮 Public Affairs

If you are looking for the latest news at the 108th Training Command (IET), 95th Training Division (IET), 98th Training Division (IET) or 104th Training Division (LT) look no further. The 108th has its on webpage located on the United States Army Reserve website. Sim-

ply navigate to www.usar.army.mil and select Organization, then select Training Commands, and select the 108th Golden Griffon.The webpage is updated on a regular basis ad-

ditionally, the 95th, 98th and 104th are listed as subordinate commands to the 108th with links to their respective webpage.

Glimpses from the Command



Sgt. Niya Carr holds her son, Shawn, as he meets Santa (Master Sgt. Dreu Mischaud, G-1, 108th Training Command) during a Christmas party held for military children at the training command headquarters in Charlotte, N.C. sponsored by VFW Post 948. *Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.*

Ambassadors (left) Johnny Dwiggins from North Carolina and George Goldsmith from South Carolina met with Maj. Gen. James B. Mallory III, commanding general, 108th Training Command (IET) at the 108th headquarters Jan. 14th to discuss ways the ambassadors could help support efforts of the 108th and the Army Reserve. Photo by Sgt. Maj. Mark Schulz, 108th Training Command (IET) Public Affairs

Spc. Paul Horne, chaplains assistant, 98th Training Division (IET) gets ready for paintball combat with his fellow chaplains assistants. The Soldiers attended a week long training course at the 108th Training Command (IET) headquarters in Charlotte, N.C. Photo by Sgt. 1st Class Marty A. Collins, 108th Training Command (IET).

If you would like your photo considered for submission e-mail to Sgt. 1st Class Marty A. Collins at marty.a.collins@usar.armv.mil.





Soldiers feel the 'HEAT' during Combat Readiness Training

By Cpt. Jennifer K. Cotton

95th Div. (IET) Public Affairs Officer

According to the Combat Readiness Center, there have been nearly 300 Humvee rollover accidents resulting in 110 Soldier fatalities and numerous injuries in operations Iraqi Freedom and Enduring Freedom.

Soldiers of the 1/354th, 1st Brigade, 95th Training Division (IET) recently learned how to react to a vehicle rollover during Humvee Egress Assistance Training (HEAT) at Camp Gruber, Okla. The HEAT training, held in triple-digit temperatures in July, was done in conjunction with the unit's annual weapons qualification range. For many Soldiers of the unit, it was their first encounter with the training system.

HEAT came into existence in 2005 after several Soldiers were injured or died after rollover accidents. Because it would be impractical and unsafe to roll an actual vehicle for training purposes, the HEAT was designed as a mechanism to allow Soldiers to experience the effects of a roll without the dangers.

There are three main types of rollovers: fall-, maneuver- and im-

pact-initiated. Fall-initiated rollovers generally happen when the road surface gives way, such as a bridge collapse or erosion of roadway. Maneuver-initiated rollovers usually occur due to driver error. Drivers may be going too fast for road conditions, over-correct and cause the wheels to leave the roadway. Impact-initiated rollovers result when the vehicle is hit by another vehicle or strikes an object, causing it to invert.

The HEAT device consists of the passenger compartment of an uparmored Humvee mounted on a rack with hydraulic arms. Soldiers ride in the system to simulate normal travel. The HEAT operator controls the spin and has the ability to roll the

vehicle 360 degrees. This gives Soldiers the opportunity to feel what it's like to be inverted at several different angles.

If a Soldier has never experi-



Spc. John Holloway of the 1/354th, 1st Brigade, 95th Training Division (IET) safely exits the inverted Humvee during HEAT at Camp Gruber, Okla. *Photo by Sgt. 1st Class Chris Jackson, 95th Div. (IET)*.

enced a vehicle rollover, he may not realize that when the vehicle comes to a rest upside down, his weight against the seatbelt can make it difficult to unlatch. If the Soldier is able to unlatch the belt, he may fall toward the roof of the inverted vehicle which can result in injury. Add to this the confusion and disorientation that can occur during a rollover and it can be a deadly combination if the Humvee is on fire or submerged in water.

The training is focused on saving lives by making Soldiers aware of the conditions and giving them skills to react appropriately. An important function of the HEAT is to

allow Soldiers to feel the awkwardness of doing things from an inverted position, like bracing themselves upside down so they can safely unlatch the seatbelt or operate the combat locks on the Humvee doors. Many Soldiers say that the skills they learn in HEAT training are useful not only in a tactical environment but also in every day civilian driving.

HEAT is now required for all Soldiers prior to deployment into a designated combat zone in Iraq or Afghanistan. There are several HEAT devices throughout the Army right now and another 136 to be fielded by next year.



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Sgt. 1st Class Chris Jackson operates the HEAT during training by the 1/354th, 1st Brigade, 95th Training Division (IET) at Camp Gruber, Okla. *Photo by Sgt. 1st Class Chris Jackson, 95th Div. (IET)*.

From the Office of Internal Review...

Accountability of operations: Every leader's business

As commanders and managers, we strive to achieve the command's missions and goals. We must also provide accountability for our operations.

In order to succeed, we must continually assess and evaluate the internal control structure for which we are in charge. This is to assure commanders that the internal control structure of the organization is well designed and operated, providing reasonable assurances that the unit's missions are being achieved. In particular, commanders and managers must continue to examine their internal controls to determine unit performance, how it may be improved and the degree to which it helps identify and address major risks for fraud, waste, abuse and mismanagement.

The first standard of internal control is the control environment. Commanders, managers and all employees should create an environment throughout the command that sets a positive and supportive attitude toward internal controls

and reliable administration.

Secondly, commander's internal control standards must address risk assessments. A prerequisite to risk assessment is establishing clear, consistent command goals and objectives at the command level down to the direct mission level. Once the mission is received, commanders and managers must identify the inherent risks that could impede efficient and effective mis-

sion accomplishment.

An effective internal control program should provide commanders with an assessment of risks the unit faces from internal and external sources. Once risks are identified, they should be analyzed for their possible second and third order of effect. Commanders then must devise approaches for risk management and determine internal



control actions that lessen risks and achieve the mission, assure effective operations, provide reliable financial reporting and comply with applicable laws and regulations.

The third internal control standard addresses control activities. These are the policies, procedures, techniques and mechanisms that give commanders and managers reasonable assurance that command directives designed to lessen those risks identified are carried

out. A commander's internal control program is an integral part of unit planning, implementation and process review. It is essential that proper stewardship and accountability for government resources achieve effective and efficient program results. In assessing the adequacy of internal controls, a commander or manager must consider whether the proper control activities are established, adequate and oper-

ating effectively.

It is vital that internal control activities occur at all levels and functions of the command to be completely effective. These include a wide range of diverse activities such as approvals, authorizations, verifications, reconciliations, performance reviews, Command Supply Discipline Program (CSDP), Organizational Inspection Program (OIP) and security activities.



Task Force Marshall trains Warriors

By Sgt. Maj. Mark A. Schulz

108th Training Command (IET) Public Affairs

We have taken "scenarios from real life," lessons learned and after action reports to create training for the Navy personnel coming through Task Force Marshall said Master Sgt. Joseph Cruz, training non-commissioned officer in charge, as he explains the process of preparing some of the Sailors for deployment to Iraq and Afghanistan, here at Ft. Jackson, S.C.

As the training NCO, Cruz has

been responsible for the unique training provided by the 171st Training Brigade. The brigade is training as part of the 98th Training Division of the 108th Training Command headquartered in Charlotte, N.C. He explained that Task Force Marshall has trained about 15,200 Sailors and 5,200 Soldiers since its inception in 2004.

This has been accomplished by about 87 Army Reserve Soldiers assisted by contract employees and they expect to train 9,000 more Sailors and 1,000 Soldiers in 2010.

The 171st Tng. Bde. is based at Camp McCrady, a training site for the South Carolina National Guard and located in the northeast corner of Fort Jackson, S.C.

Lt. Col. Randy Pauley, commander of Task Force Marshall, further explained that they train Navy individual training augmentees and Soldiers in the Individual Warrior Program (IWP). Training for the Soldiers is a two week process where they are trained on different Army warrior tasks. After that, the Soldiers move onto individual training in their military occupational specialty and then head to Fort Benning, Ga., for deployment.

The Navy training involves three weeks, but more specifically 19 days of continuous training. They

Petty Officer 2nd Class Elizabeth Martin keeps her M-243 automatic weapon at the ready as she protects the convoy's perimeter at Fort Jackson. Photo by Sgt. Maj. Mark Schulz, 108th Training Command (IET) Public Affairs.

are trained on 90 different Army warrior tasks with a heavy concentration on weapons qualification.

Pauley further said they the broad mission was to bring Soldiers back and train them to backfill regular Army Soldiers. The Navy





Chief Petty Officer Jason Rebholz prepares his Navy platoon for their convoy operations during a round robin exercise at Fort Jackson. The group was planning for a convoy two days before the end of their training. *Photo by Sgt. Maj. Mark Schulz, 108th Training Command (IET) Public Affairs.*

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Petty Officer 1st Class Paul Folk uses his radio to communicate and find out what is happening after a simulated suicide bomb attack during convoy training. Petty Officer 3rd Class Christina Nolan keeps her M-16 ready to protect them both as they take cover. Photo by Sgt. Maj. Mark Schulz, 108th Training Command (IET) Public Affairs.

is receiving training for individual augmentees, in combat support and combat service support assignments, to fill Army positions and are fighting side by side with Army Soldiers in various locations throughout the world.

One of the reasons the Army Reserve is training the Sailors is "to attune them to the Army lingo and the Army way of life," said Pauley. The Navy requested the training by Army Reserve drill sergeants. "The Army Reserve was already doing this training and so all we had to do

was fine tune it."

The training is approved by US Army Training and Doctrine Command and then approved by the Infantry Training Center at Fort Benning, according to Pauley. "Initially I don't think this mission was expected to go for more than one of two years, but it has progressed to six years now."

Pauley said they have received many accolades for the training, which is provided to Sailors from the lowest enlisted rank all the way up to admirals. The training "is a totally different perspective for the drill sergeants" said Pauley. They handle these Sailors and Soldiers differently than they would train an initial entry Soldier.

Company E does the training for the Soldiers returning to duty, while Companies A, B and C do the training for the Sailors said Command Sgt. Major Frank Rossi, Task Force Marshall senior NCO in charge.

Rossi specifically defined the emphasis of training as convoy operations and basic combat skills for the three week period. The drill sergeants form the 108th Training Command and 2nd Brigade train the Sailors to deploy to Iraq, Afghanistan and Jabuti. Navy personnel can come from anywhere in the United States and Germany and are selected based on their skill set, said Rossi. Rossi added that Sailors get limited weapons training, so this is where they get training with the M-16 and the 9 mm pistol.

The trainees are working from early every morning until late at night, culminating with convoy training in the last days of the three weeks. It is called the Home Station Training Lanes and takes all of the training from the previous days and wraps it into training designed to closely duplicate what would happen on a real convoy—all the way down to work-



The convoy commander and interpreter talks with two policemen as the convoy prepares to get a situational briefing. Sgt. 1st Class George Loy (in softcap) is the drill sergeant evaluator for the exercise. Photo by Sgt. Maj. Mark Schulz, 108th Training Command (IET) Public Affairs.

ing with an interpreter.

Rossi said that the Navy folks he talks to think the training is great "their eyes have been opened up; they don't get this type of training." It is a great cooperative agreement between the Army Reserve and the Navy with good results. It also expands the training the drill sergeants get beyond the basic combat training for initial entry Soldiers. "It is a cooperation and respect training"

With the concerned eyes of a training NCO, Cruz observes the last days of training for the Sailors as they perform during their convoy operations. "There is always room for improvement," said Cruz, but we are one of only a few such training sites and our drill sergeants train a lot more sailors than any of the others.

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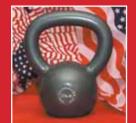
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Chaplains Corner...

Appearance and reality

By Chaplain (Col.) R. J. Gore Jr.

Let's face it. We all look at the outward appearance. I think very few would want to argue the case that Britney Spears or Paris Hilton have made it to the top based on talent alone. We live in a culture that values certain physical characteristics and rewards those who are blessed with them, either through good fortune in the genetic lottery or through the skill of the plastic surgeon.

Furthermore, you and I are part of an organization that values appearance. Think of all the efforts everyone puts into the official DA photograph. Having a sterling record is not enough; you also have to pass the pretty boy test if you want to get promoted. And so we

tape and tuck, puff and suck to get a picture that makes us look like Rambo's

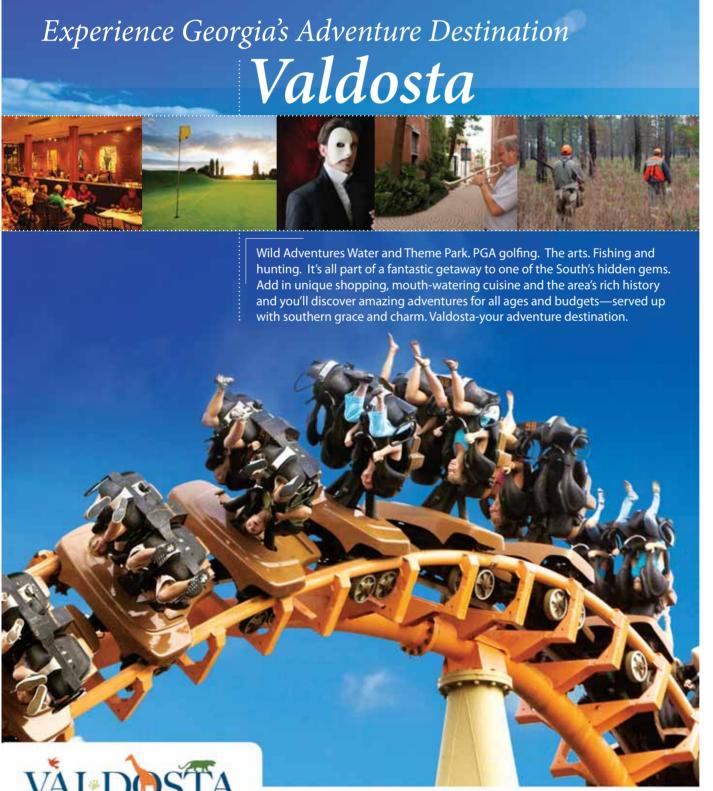
twin brother. And have you ever noticed



And that's not necessarily a bad thing. You can tell a great deal about an individual by looking at all the stuff on the uniform. But you can't tell everything. Consider this short passage from the Bible, from 1 Samuel 16:7, "But the LORD said to Samuel, 'Do not consider his appearance or his height, for I have rejected him. The LORD does not look at the things man looks at. Man looks at the outward appearance, but the LORD looks at the heart."

If you had looked at David, you would have seen a young man of small stature. From outward appearance, you never would have known he was a man after God's own heart. You could not tell this was a hero who one day would fight to the death against the giant, Goliath. You would never guess that years later he would lead Israel to victory over all her enemies. Before their exploits in combat, who would have picked the gentle Sgt. Alvin York to become a great warrior, or the diminutive Staff Sgt. Audie Murphy to receive a battlefield commission and his nation's highest honor?

So, then, we all look at the uniform and the doo-dads, and a Soldier's appearance tells us a lot. But it doesn't tell us everything. It is especially important for leaders to remember this basic truth: the race is not always won by those who are great in stature, or impressive in appearance, but often by those who have great hearts and unconquerable spirits. Real heroes are champions at heart, long before we see their true colors revealed in the moment of testing.



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Operation Tribute to Freedom features Cathey

By Tara Clements

The term "brothers in arms" is typically used to describe the fellow Soldiers in one's unit, those who share the same uniform, with the same American flag on the shoulder. For Col. Tom Cathey, the term is more expansive. He considers the Iraqi soldiers he trained and led in battle to be fellow brothers in arms; a sentiment that was demonstrated through his heroic actions during his deployment when he came to the aid of 10 Iraqi soldiers trapped under insurgent fire.

Cathey recalls that April 10, 2007 seemed like any other day for the **Headquarters and Headquarters** Company, 2nd Brigade, 2nd Infantry Division. As part of a Military Transition Team, he and his Soldiers were serving as military advisors to an Iraqi Army Division, and together, the team had been responsible for completing numerous cordon and search missions to locate insurgents and explosives throughout Baghdad, Iraq. After being in theater for more than nine months, Cathey and his unit had seen considerable security improvements as a result of their efforts.

Within a few hours, however, the day took a turn. Just after 7 a.m., the Iraqi troops under his guidance radioed for backup. They had received enemy fire during their first mission of the day and had taken cover in an abandoned building. Now surrounded by insurgents, they were running out of ammunition and in desperate need of cover and support. Cathey, the chief of the team, made the decision to lead a group of 11 Americans and two Iragis in a four-vehicle convoy to rescue the isolated Iraqi troops.

"I knew it was going to be

tough," Cathey said. "But I don't think we ever thought we couldn't do what we needed to do to get those soldiers out."

Traveling down dangerous streets and alleys in Baghdad, the convoy experienced heavy enemy fire and grenade explosions. En route to relieve the trapped Iraqi unit, Cathey and his team encountered another Iraqi squad in need of assistance. After evaluating the situation, they radioed for another team to assist the second squad and continued on toward the abandoned building.

In what Cathey calls the turning point of his deployment, the eighthour mission was conducted without any injuries or causalities for either the American Soldiers or Iraqi squad. The next day, Iraqi Colonel Munam personally thanked Cathey and his team for their efforts. Although Cathey was grateful for the praise, he was humbled by the gravity of the mission.

"It was just doing the right thing to do for those Iraqi soldiers. If someone hadn't helped them, they couldn't have got out," he said.

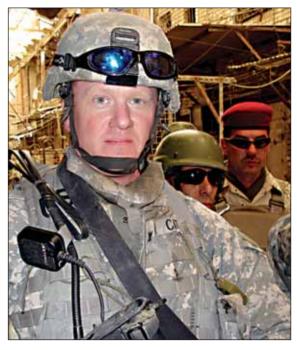
For his leadership, heroism, courage and meritorious service, Cathey was awarded the Bronze Star Medal with Valor, and many of the Soldiers on his team received Army Commendation Medals.

Cathev returned from Iraq in June 2007, and currently lives in Asheville, N.C., with his wife, Amy, and their three sons, Joshua (18), Seth (13) and Jared (13). He remains extremely grateful for the support his family gave him throughout his deployment, as he knows the toll his absence played on his teenage boys.

'The families of Soldiers, including mine, may not know the weight of a rifle, but they know the weight

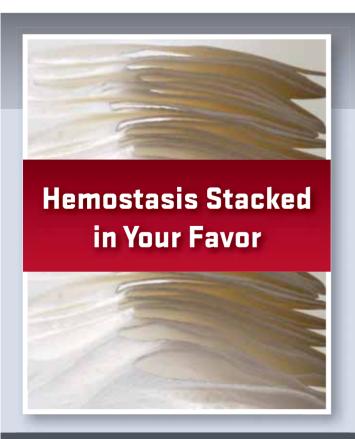
of worry," he said. "Often times the deployment is harder for the family than the Soldier."

A Reservist with the 108th Training Command (Initial Entry Training), Cathey also works as a salesman for Vulcan Materials Company. The company received the Pro Patria Award in 2006, an annual distinction given by the Department of Defense to a civilian employer for their support of Reserve and National Guard Soldiers. After nearly 30 years of Army service, Cathey plans to retire in June 2010 and continue his civilian career.



Col. Tom Cathey, 108th Training Command (IET).





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95th Training Division (IET) Soldiers head to Afghanistan

Story Capt. Jennifer K. Cotten 95th Training Division (IET)
Public Affairs Officer

Family and friends bade farewell to Detachment 61 Soldiers at a ceremony at Fort Polk, La on Jan. 20, 2010. The Soldiers had been there since October 2009 training under the 162nd Infantry Brigade. They will now deploy to Afghanistan

where they will serve as combat advisors to the Afghan National Army (ANA).

Detachment 61's deployment marks the seventh rotation of Soldiers from the 95th Training Division (IET) to support what Brig. Gen. Roger Duff, division commander, said was an enduring mission. 95th Division Soldiers began



Brig. Gen. Roger Duff, 95th Training Division (IET) commanding general, offers well-wishes to Detachment 61 Soldiers, heading to Afghanistan. Photo by Cpt. Jennifer Cotten, 95th Training Division (IET) Public Affairs Officer.

deploying to Afghanistan in 2005 when two detachments were sent to assist the ANA. One detachment was responsible for establishing a Drill Sergeant School, and the other served as an embedded training team.

Since that time, one detachment has been deployed each year and the mission has

continued to change and expand. The Drill Sergeant School was eventually turned over to the ANA and detachment Soldiers assumed mentorship of the Soldiers training brigade and developed the NCO Team Leaders course at Kabul Military Training Center.

Detachment 61's mission as combat advisors will be to mentor and coach the ANA Soldiers to help them improve their leadership techniques and capabilities. Many of Detachment 61's Soldiers volun-



Family and friends look on during the ceremony as Detachment 61 Soldiers begin their journey to assist the Afghan National Army. Photo by Cpt. Jennifer Cotten, 95th Training Division (IET) Public Affairs Officer

teered for the mission wanting an opportunity to serve their country in a capacity they felt would make a difference. 1st Sgt. Warren Hood, 1/354, said "I hope I can leave (Afghanistan) with something vested in the country."

Staff Sgt. Scott Hines, 1/415, said his goal was to remember he was an advisor and not a trainer. He said, "We don't train them how to train, we advise them how they can improve their training." It was apparent the detachment knew their job was not to make the ANA follow





Attendees congratulate Soldiers of Detachment 61. Photo by Cpt. Jennifer Cotten, 95th Training Division (IET) Public Affairs Officer.

the U.S.Army standard for training Soldiers, but to assist the ANA in improving their own training techniques that were developed for their army around their culture.

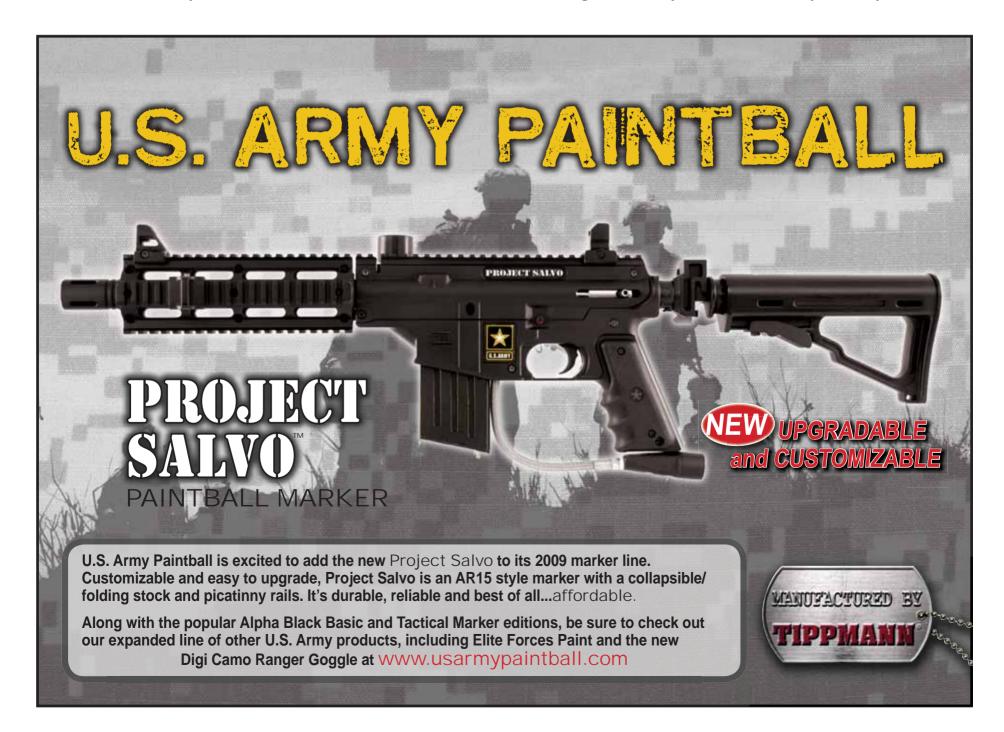
The detachment's commitment to success was evident by Master

Sgt. Douglas Pewitt, 1/354, who happened to be reading Afghanistan: A Military History from Alexander the Great to the War against the Taliban prior to the ceremony. He said, "Our primary focus will be as mentors and we have to know

the Afghans to facilitate their training." He added based on what he had learned from his readings, he thought his biggest challenge would be to encourage the ANA to develop their NCO corps.

Following the ceremony, Duff

spoke directly to the detachment and encouraged the Soldiers to continue to improve upon the mission as their predecessors had done and leave it better for their successors since plans for an eighth rotation are already underway.



Lt. Gen. Stultz shares his insight and vision at Camp Taji

By Maj. James Martin Sessoms **LOGCAP Support Officer** Camp Taji, Iraq

Lt. Gen. Jack Stultz, Chief of the U.S. Army Reserve, visited Soldiers at Camp Taji, Iraq on Christmas day where he held an informal town hall meeting to discuss his insight and vision for the future direction of the Reserve along with proposed

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legislation for Reservist benefits.

Stultz, who served in the 108th Training Command (IET), covered topics such as professional development and the need to recruit the right Military Occupational Specialties (MOS) in the right geographical areas. "The Army Reserve will not return to a force that just performs battle assemblies one weekend a

month and two weeks in the summer," he said, adding that reforms to the personnel management system and retaining quality Soldiers are crucial goals for the Army Re-

Stultz discussed improving retirement benefits for **Army Reserve Sol**diers who perform increased and frequent deployments that result in long family separations just as active duty counterparts do. "Retirement benefits should be increased for both **Reserve and Guard** members," Stultz told an enthusiastic crowd.

ing general, Chief U.S. Army One propos-Reserve. Courtesy photo. al introduced in Congress this year

would allow Reservists and National Guardsmen who served in support of contingency operations since 9/11 to receive credit for mobilizations for early retirement purposes. For every 90 consecutive days that a Reservist is mobilized in a fiscal year, he or she could deduct one year from his or her retirement eligibility at the normal age of 60.

Rep. Joe Wilson (R-SC) sponsored the National Guardsmen and Reservists Parity for Patriots Act (H.R. 208) seeking to amend Title 10, U.S. Code to "repair the gap in eligibility for National Guard and Reserve members to receive credit towards early retirement by including any active duty service since September 11th, 2001." The bill notes that

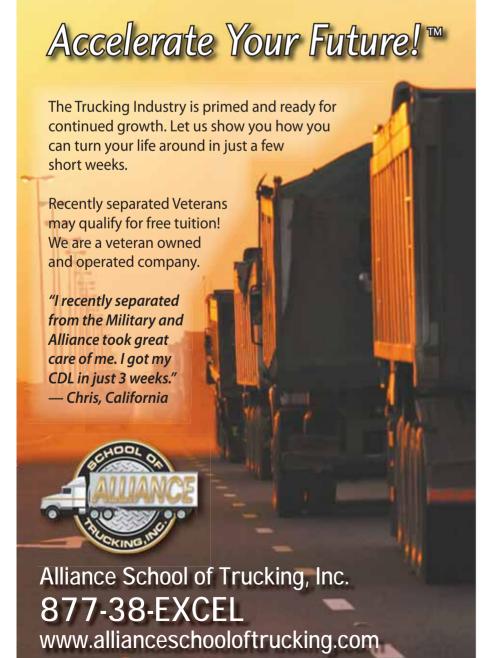
Reserve and National Guard Soldiers have fought alongside their active duty counterparts in harm's way since 9/1, with more than 142,000 deploying more than once.

"Our National **Guard and Reserve** troops have distinguished themselves on the front lines of the War on Terror since September 11th, 2001,"Wilson said in a prepared press release. "Having assumed a more active

duty role, Guard and Reserve members deserve to have retirement benefits that reflect the sacrifices they have made."

Following his address, Stultz opened the floor to questions and answers providing enthusiastic dialogue and cheers from the crowd along with presenting coins to many Reservists. Topics ranged from promotions to the outcome of the NCAA football season (Stultz played collegiate football as a linebacker for Davidson College in North Carolina, graduating in 1974).







Lt. Gen. Jack Stultz, command-

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Soldiers participate in Operation: Back to School

Story by 13th Sustainment Command (Expeditionary) Public Affairs

CAMP TAJI, Iraq — Members of the 96th Sustainment Brigade, 13th Sustainment Command (Expeditionary), helped give back to the children of Iraq when they visited a local Taji school to distribute supply kits as part of Operation: Back to School. More than 40 members of the brigade, including Col. C.J. Read, commander of the 96th SBDE, and a resident of Layton, Utah, and Command Sgt. Maj. Vicki Briggs, senior enlisted advisor to the 96th, from Roy, Utah, helped distribute the supplies to nearly 300 children.

Soldiers at Camp Taji have distributed almost 5,000 kits to local children as part of the program. The kits are assembled using donations from churches, civic organizations, and private citizens. "Basically ever since the war started, Soldiers saw a need out there in the civilian populace with the Iraqis, to be able to give back," said Read. "They realized that we have so much, and we come from a great nation that does have a lot."

Read said he sees the heavy involvement of the Iraqi army as a positive sign in the road towards turning the country back over to the people of Iraq. Iraqi army soldiers not only provided security for

the event, but were also the people handing over supply kits to the schoolchildren.

"It used to be that the American soldier was the one up front, and we'd be the ones handing (supplies) directly to the school kids," said Read. "Now we're kind of in the background. We weren't the ones handing out the packets, the Iraqi Army were. We were in more of a supportive role, which is the way it should be. It was great to see that."

Capt. Jeffrey Colemere, trial counsel for the 96th SBDE, and a native of Sandy, Utah, found himself working closely with the Iraqi army. "My job was to stay outside and make sure all the supplies were sorted, and when they were done, the Iraqi soldiers would carry them in and distribute them," said Colemere. "The whole purpose of this exercise was to engender trust between the Iraqi army and the Iraqi citizens, which hasn't always existed, to my understanding."

Colemere said there were some initial communication problems between his team and the Iraqi soldiers, but once those were resolved, the operation went very smoothly.

"They did a fantastic job," he said.
"They were working hard, we were working right along with them, shoulder to shoulder, and I think



Maj. James Sessoms, a Soldier from the 108th Training Command (IET) cross leveled into the 155th Garrison Command in support of Operation Iraqi Freedom delivers donated supplies to officials at a local elementary school in Taji, Iraq. Courtesy photo.

we made some very good friends.'

Another Soldier who participated in Operation: Back to School was Staff Sgt. Daniel Hanks, a paralegal with the 96th SBDE, and a resident of Saratoga Springs, Utah. Hanks was tasked with hanging nets on the school's soccer goals. Hanks worked with the school's soccer coach to fix the goals, and, like Colemere, mentioned the difficulty in crossing the language barrier.

"It was basically gesturing and trying to talk through motions," said Hanks. "But some things, like a smile or a wave, go through any language."

Hanks said he was glad to be able to have the chance to participate in the program.

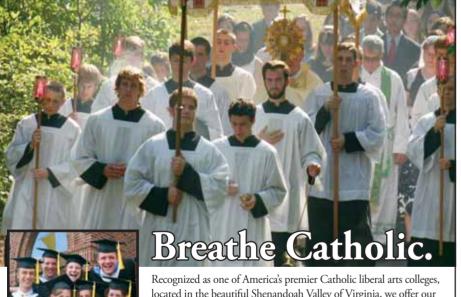
"It's a great thing that we can do as Soldiers, helping to bring some good light into the lives of Iraqi citizens, especially children," he said. "They're the future of this country, and I think it went a long way to building relations between the Iraqi Army and the citizens, and the United States and the citizens."

For Colemere, the best part of the day was being able to help the local citizens.

"It was an opportunity to do good for some people who are really in need, and it was an opportunity to see the Iraqi army grow and develop and gain trust in the eyes of their public," said Colemere. "It was an opportunity for us as Soldiers of the 96th to get off the base and interact with Iraqis in their community and let them know that we are here for their good."

Read also spoke about the chance to give back to the community, especially around the Thanksgiving holidays.

"Honestly, you left a changed person," he said. "I can't think of a person here who wouldn't leave a changed individual. We have so much living in America, and we have so much to be grateful for. We have plenty of everything, and then some. You can't help but feel good for trying to help."



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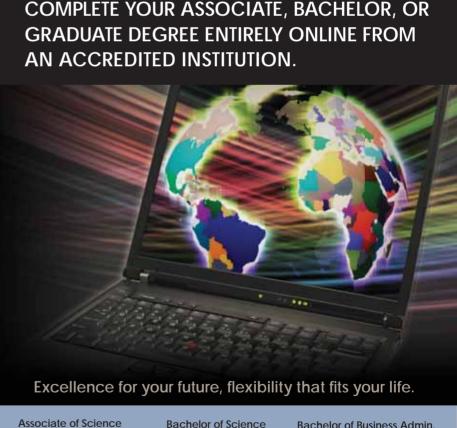
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From the Office of the Staff Judge Advocate...

Family Care Plan update (AR 600-20)

AR 600-20 (Army Command Policy) has recently been revised with important changes involving Family Care Plans. A Family Care Plan should assist Soldiers in providing for the care of their family members while the Soldier is away from home due to military requirements including during annual training, regularly scheduled battle assemblies or deployment. Soldiers must arrange for the care of their family members in order to be available and able to perform duty at all times without interference of family responsibilities. Soldiers will be counseled on voluntary and involuntary separation whenever parenthood interferes with military responsibilities.

Although a DA Form 5305 (Fam-

ily Care Plan) is not a legal document and it cannot change a courtmandated custodial arrangement or interfere with a natural parent's right to custody of their child, it is vital plan which details the care of a Soldier's family members when military duties prevent the Soldier from doing so. It will include proof that guardians and escorts have been thoroughly briefed on the responsibilities they will assume for the sponsor/Soldier and the procedures for accessing military and civilian facilities and services on behalf of the family members. It will attest that the guardian and escort agreed to provide care and have been provided all necessary legal authority and means to do so. It will include proof that the Soldier has obtained consent to the planned designation of guardianship from all parties with a legal interest in the custody and care of minor children.

Soldiers are ultimately responsible for implementing the Family Care Plan and ensuring the care of their family members. DA Form 5305 may be executed at any time when conditions warrant and family care is necessary due to the required military absence of the Soldier. Commanders will conduct or arrange for Family Care Plan counseling and require a Family Care Plan be completed under a variety of conditions such as when (1) a pregnant Soldier has no spouse or is divorced, widowed or separated or is residing without

her spouse or is married to another service member; (2) a Soldier, who has no spouse or is residing apart from the spouse or is half of a "dual-military" couple, has joint or full legal and physical custody of one or more family members under the age of 19 or who has adult family members incapable of selfcare regardless of age; (3) a Soldier, who is divorced and not remarried, has liberal or extended visitation rights by court decree that allows family members to be solely in the Soldier's care in excess of 30 consecutive days; or (4) a Soldier has a spouse who is incapable of self-care or is otherwise physically, mentally or emotionally disabled so as to require special care or assistance.

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Platoon Sergeant Scotty Walker and wife, Adella *Nursing degree students*



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From the Surgeons Office...

All Soldiers are required to have the yearly standard influenza vaccine.

The vaccine can be provided to you by your personal physician, local pharmacy both at your cost or thru Logistics Health International using a voucher created by your unit at no cost to you.

The standard influenza vaccination is mandatory by the Department of Defense. Soldiers who have a documented "severe allergy to eggs or the influenza vaccine" which is annotated in their military medical records are the only Soldiers not required to receive the immunization.

For any Soldier who has the standard influenza vaccine by an outside source, the following documentation is required to be annotated on the physician's office letterhead or other form for entry into MEDPROS data system.

- Name of vaccination
- Dose of vaccination
- Route of vaccination
- Lot number and manufacturer if available
- Who prescribed the vaccination
- Zip code of administering physician.

Starting early to the middle of January, the H1N1 influenza vaccine will be required by all uniformed Soldiers. This immunization can be administered either by the Soldiers private physician or pharmacy or during a battle assembly during a scheduled immunization group

Original Iron Men revisit the Battle of Metz

95th Infantry Division Veterans Gather for Emotional Reunion

By the 95th Training Division (IET)
Public Affairs Staff

The Battle

Sixty years ago in the picturesque rolling hills of northern France, snow blanketed the countryside as November invited a bitterly cold winter. The residents of Lorraine were continuing to live in fear and duress under the rule of Nazi Germany as they had for the previous four years. The German soldiers were dug deeply into their defensive positions, confident in

their ability to repel the American liberating forces.

Meanwhile, U.S. Army Reserve Soldiers of the 95th Infantry Division were mobilized and busy rehearsing battle plans to free the French from their captors. They conducted exercises specifically intended to prepare them for the fight of their lives.

In early August 1944, 95th Division Soldiers set sail from the shores of the United States, arriving in the United Kingdom in just over a week. This marked the first time 95th Soldiers would fight a war on

foreign soil. For weeks they gathered equipment and made their way east to the Lorraine region. Their focus: break through the fortified walls of the French city of Metz which had been constructed and reinforced by generations of German soldiers.

The incredibly cold, sharp winds ripped through the Soldier's well-worn uniforms as they crossed tough terrain. As part of Lt. Gen. George Patton's Third U.S. Army, there was no room for error. The magnitude of the mission weighed heavily on the Soldiers' minds.

They rapidly made their way across northern France, repelling enemy attacks along the way. They began the Metz offensive early in November as they crossed the Moselle River in assault boats.

Metz had been under German control on and off since the 12th century. The 15 forts, surrounded by a perimeter of 28 steel and concrete bastions, were built over the course of hundreds of years. With reinforcement of 210MM and 105MM guns in revolving steel turrets, Metz could withstand virtually any direct fire attack.

Viewing a frontal assault on the city gates as a suicide mission, the 378th regimental commander, Col. Samuel L. Metcalf, conceived a daring deception mission. He directed a small contingent of Soldiers comprised of three rifle platoons, an anti-tank platoon, a few intelligence personnel and some cooks and clerks, to feign the depth and breadth of the regiment while the bulk of the unit swept around to the enemy's rear. Equipped with loudspeakers, they successfully covered a nearly nine-mile front coaxing the enemy to focus their efforts on them.

The deception worked well. After an extremely difficult and bloody fight, the 95th Soldiers freed the city and captured a highly sought after German leader, Lt. Gen. Heinrich Kittel, commander of the Metz fortress.

The almost two-month campaign was costly. Over 5,000 95th Soldiers were wounded and over 600 were killed in action.

The Medal of Honor was award-



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ed to Staff Sgt. Andrew Miller posthumously for extraordinary heroism during the campaign. He is buried in the Lorraine American Cemetery in St. Avold, France. Six hundred and eight 95th Infantry

Division Soldiers are buried in and around Metz, France.

The Return

This past November, some two dozen 95th Infantry Division veter-

(L to R) Sgt. David Shulz, Staff Sgt. Daryl Lee and Staff Sgt. Warren Evans, members of the 95th Training Division's prestigious Staff Sgt. Andrew Miller Club, post next to the grave of the Club's namesake. Staff Sgt. Miller was awarded a posthumous Medal of Honor for heroism on the battlefield during the Division's drive toward Metz. The three Soldiers served as members of the Color Guard during commemorative ceremonies in France. Photo by Sgt. 1st Class Erik Kropf, 95th Training Division (IET).

ans of the Battle of Metz journeyed across the Atlantic to commemorate that great period in French and American history. They returned to the site where they fiercely battled the weather, the terrain and the German occupiers. For many of the vets it was a bitter-sweet occasion. Though they were returning to the scene of their greatest victory, the memories of that fierce battled still echoed sharply in their minds, the bloody cost of freedom not lost upon them.

At the invitation of the Lorraine Etats-Unis Association and the 95th Division Association, the veterans were treated with great respect and dignity as they embarked on a painful trip down memory lane touring

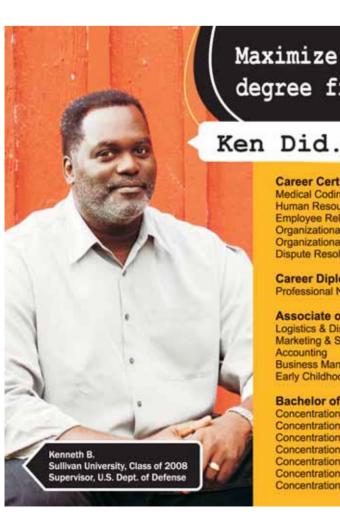
the city and the surrounding battlegrounds with their French hosts.

The emotional veterans visited the combat sites and the formidable river they forged before the attack. They attended wreath laying ceremonies and visited museums with artifacts from their unforgettable past. They shared many memories with each other, their family members, and the people of Metz.

Speaking of the younger generation of French citizens who welcomed him and his comrades back, Glen Magner, one of the original Iron Men of Metz, said, "Despite the fact that it's been 65 years, it was as though we liberated them

(SEE BATTLE OF METZ PAGE 26)





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French citizens line the streets to welcome their returning liberators." *Photo by Capt. Dale A McCurdy, 95th Training Division (IET).*

Battle of Metz

(Continued from page 25)

yesterday. It was so fresh, and they were so appreciative and wanted to know everything."

A large contingent of current

95th Training Division Soldiers and family members joined the veterans on their reunion tour of Metz, including the 95th Division Commanding General, Brig. Gen. Roger B. Duff, his spouse Ms. Linda Martin-Duff, and Division Command Sgt.



Several returning 95th Infantry Division veterans pose near a monument with a group of enthusiastic young French children. *Photo by Sgt. 1st Class Erik Kropf, 95th Training Division (IET)*.

Maj. Don. C. Smith and his wife Ms. Wanda Smith. Others who made the journey are members of the 95th Division's prestigious Staff Sgt. Andrew Miller Club, who formed a color guard to participate in commemorative ceremonies through-

out the weeklong celebration.

"The impact the Iron Men of Metz had on the world cannot be overstated," said Duff. "They liberated a continent by destroying an enemy bent on global domination. They accomplished their mission by never wavering in their commitment to freedom for their fellow man.

"I was impressed with the level of detail the veterans used to describe their actions on the battlefield. Clearly the 'fog of war' has not diminished their memories. Let us all never forget their great sacrifice to both this nation and the citizens of France.

"There is no comparing the Soldiers of the 95th Infantry Division in 1945 to those of today. Absent the comforts of today's modern technology, the Iron Men of Metz experienced anguish far beyond the flesh wounds suffered on the battlefield.

"So much has yet to be captured by these magnificent warriors (veterans) with respect to their experiences. For they harbor them in their minds and words alone are not adequate to articulate what they endured.

"These men are America's greatest heroes; our national treasure. We have a solemn responsibility, no; an obligation to preserve their history, gallantry and sacrifice."



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A returning veteran and his family weep at the grave of a fallen comrade. Photo by Sgt. 1st Class Erik Kropf, 95th **Training Division**

For many of the vets it was a bitter-sweet occasion. Though they were returning to the scene of their greatest victory, the memories of that fierce battled still echoed sharply in their minds, the bloody cost of freedom not lost upon them.





The Lorraine American Cemetery in St. Avold, France, the final resting place for hundreds of American Soldiers who fought to liberate France from Nazi domination. *Photo by Sgt. 1st Class Erik Kropf, 95th Training Division (IET)*.



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An inspiration for teens

Leading, teaching by example

By Victoria L. White

108th Training Command (IET) Public Affairs

It's all about the kids for Sgt. Randy Jones of the 3-518th in Hickory, N.C.

At 40 years-old, he enlisted in the Army Reserve after a 20-year absence in December 2008. At the age of 41, he not only graduated from Drill Sergeant School—he was the Distinguished Honor Graduate at Fort Knox this past December.

"The only thing I set out to do was set a good example for my kids at school," the high school teacher says. "I didn't go to Drill Sergeant School with the goal of being the top graduate, I just did the best I could. It was really hard, but I had the best time with that group of people, the camaraderie and fellowship is unmatched."

His dedication to inspiring the teenagers in his classroom began long ago. He left the Army in 1988, went to college, started a family and became a high school teacher. During his15 years of teaching carpentry and electrical skills at the Career Center in Winston-Salem, N.C., Jones saw many of his students go into the military, especially after



Sgt. Randy Jones of the 3-518th in Hickory, N.C., was the Distinguished Honor Graduate of Class 001, at Ft. Knox, Ky. this past Dec. Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.

9/11. As a veteran, he could be especially supportive and encouraging for those students. "I stayed in contact with several of them while

they were deployed to Iraq and Afghanistan," he explains.

Jones also saw other students who needed support and inspi-

ration. Too many of them were overweight—and so was he. Standing six-feet tall, he found himself at 315 pounds. It was not the example to set. "You can't motivate others if you don't motivate yourself," he says. "Oh, I was fat and happy. But I didn't realize what I was missing until I got all that weight off. I had to make a lifestyle change to get it off and keep it off. I want to set the best example I can for the kids and I couldn't help the chubby kids when I was overweight myself."

Working out and running became daily routines, along with changing his diet. Jones says he drinks a lot of water every day and avoids sugar,

especially colas and that Southern favorite, sweet tea. It was a strug-

(SEE **LEADING** PAGE 30)



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Leading, teaching

(Continued from page 29)

gle. It took about five years. "I did diets, but finally just quit eating to lose the weight," he chuckles, "pretty much living on a 'baloney' sandwich every day. It's a lifestyle change. You have to get that mindset and do it. This healthy lifestyle has opened up new doors for me and it will do the same for anyone else who wants to lose weight. You just have to get into that frame of mind and challenge yourself to do it."

So he installed a weight bench at the back of the classroom, challenging students "in a friendly way" to get into shape. "I 'rag' some of them about running with me," he says, "and if a kid gets 'smart' with me, I'll say 'okay, come back here and let's see if you can do this."

His journey to attaining the coveted drill sergeant "brown round" is also unique and inspirational. As he corresponded with former students in the military, he also noticed the lack of "a military voice" in the public school system. "I thought becoming a drill sergeant would set a good example for my students and another good motivation for staying in shape," he explains. "Everybody thought I was nuts! I thought my wife might leave me, but she warmed up to it. I think the military is a good thing, plus I might

be in mid-life crisis, so I decided to come back into the Army and become a drill sergeant. Here I am, a 41 years-old, going to Drill Sergeant School with Soldiers almost half my age, I must be crazy!"

After all, five years ago, he weighed 316 pounds and couldn't run the length of a football field. He admits a little anxiety at first. Drill Sergeant School is tough, it is grueling and the academics are intensive for two months. "Midway through the first week I thought 'this isn't much different from home!" he said. "At home my wife yells at me, my kids yell at me and no matter what goes wrong, it's gonna be my fault! Home sweet home!"

He underwent training very similar to basic training with weapons qualification, obstacle courses,

hand-to-hand combat, academics and a host of warrior skills along with leadership training. And he endured being called "old man" by his classmates, whose joking sprung from admiration as they sought his guidance and encouragement to successfully get through the course.

"If you can't do it, you can't teach it," Jones says. "Every day I

stand in front of my kids and if I'm not an expert in what I'm trying to teach, they're not going to listen. Kids have a unique ability to see through the smoke and mirrors—they see you for who you really are.



Candidates of Drill Sergeant School, Class 001, attend their graduation ceremony at Ft. Knox, Ky. this past December. *Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.*

The same applies to recruits. If you want to be a drill sergeant, you'd better be the expert or you'll be a joke with the recruits in the barracks. They won't follow such a leader.

"Teaching and being a drill sergeant, a leader of any kind, is not about intimidation," he continues. "Relationships are what makes the difference in leadership and it can

make the difference in turning a kid around. A pat on the back and encouragement is what I give my students and what I'll give my recruits."

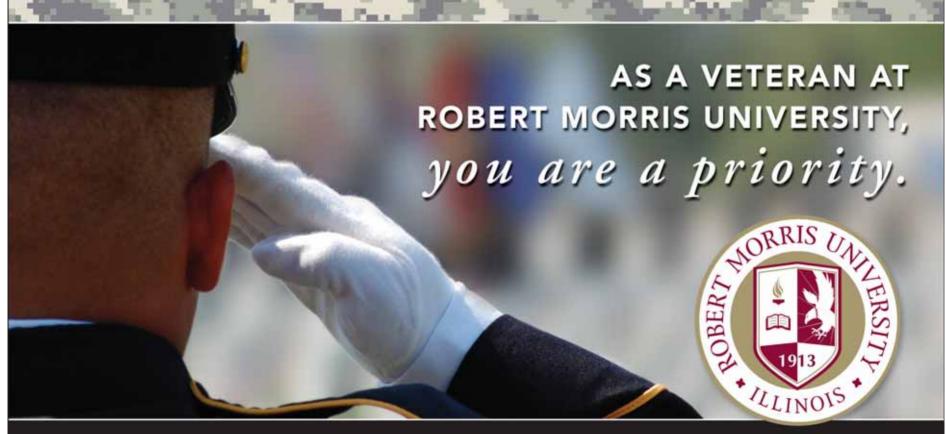
Jones achieved the highest aca-

demic average and sixth overall on the APFT (Army Physical Fitness Training) test. He put his Distinguished Honor Graduate trophy on his desk for the students to see every day. "My students think it's cool that their teacher did could and would do something like this," he says.

Now that he's earned that "brown round," Jones says he now plans to reclassify and go to Infantry School. "I may even go to Airborne School," he says. "I told my wife

that I have to admit I'm starting to get old, but let's just see how much young blood I can kick!

In his continued quest for inspiring and encouraging young people to "be the best you can be," Jones looks forward to teaching Initial Entry recruits. "The ultimate would be to graduate one of my students and then be his or her drill sergeant in basic training."



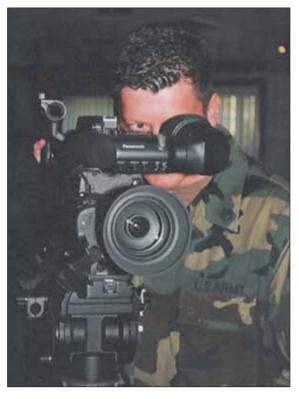


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As the 108th Training Command (IET) continues to grow, it will be difficult for the Public Affairs Staff to visit each brigade, battalion and company to cover news events. Public Affairs is the responsibility of commanders and Soldiers alike. The PAO is kicking off the Unit Public Affairs Program (UPAR), which will allow any Soldier to be the additional eyes and ears for your unit and the PAO. By volunteering you will assume the duties of UPAR as an additional duty. The Public Affairs Office will hold training sessions and workshops during battle assembly (BA) to meet, train, and certify you as an UPAR.

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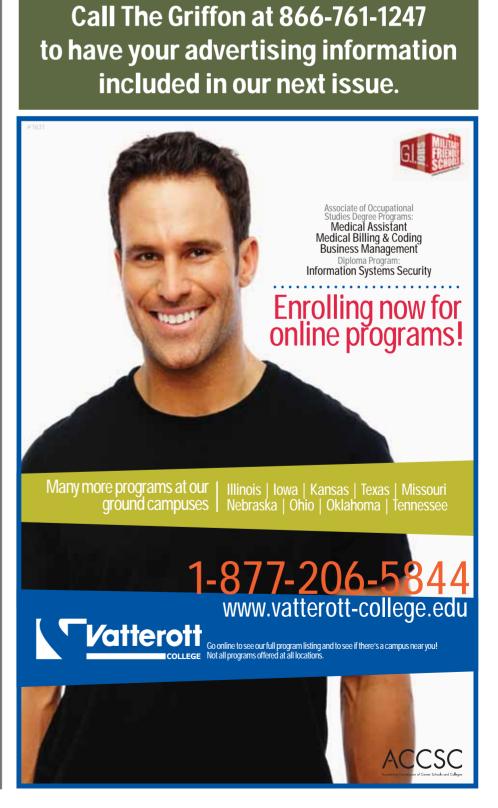
Are you able to?

- Maintain a bulletin board with command information items.
- Publicize unit participation in community projects or activities.
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- Keep your commander advised of your activities.

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108th Soldiers place in the annual Army Ten-Miler

By Victoria L. White

108th Training Command (IET) Public Affairs

Three drill sergeants from the 108th Training Command (IET) made up half of the winning team in the Reserve Mixed division at the annual Army Ten-Miler race in Washington, D.C. in October.

Up to 30,000 runners from all military branches and civilians compete each year in this prestigious event that begins and ends at the Pentagon, passing by the Capitol, Washington Monument, Lincoln Memorial and other D.C. landmarks. Sgt. 1st Class James Davis, Staff Sgt. Wendy King and Staff Sgt. Arthur Odgers, all currently mobilized at Fort Hunter-Liggett, Calif., joined more than 21,000 entrants this year to compete in various categories to win the coveted first-place title. Qualifications were held at Fort Hunter-Liggett to select the top six finishers for the "Howling Coyotes" team to represent the training base in the Army Ten-Miler.

Odgers finished the ten-mile race in 1:13:48; King finished at 1:16:21 and Davis finished 1:17:23 respectively. "We also beat the mens' division Reserve team," Davis said. "The closest team to us was 20 minutes behind us."

This is the first time all three have competed in an Army marathon competition, though Davis and King regularly compete in nonmilitary races. A veteran runner, Davis began running competitively at 18 years-old and has won numerous trophies. "You can apply the discipline for running to going into battle," he said, "so I try to compete at least once a month."

King, the only female on the team, is also an avid runner. "I've raced my whole life since running track and cross-country in high school," she said. "I enjoy running. It's a good stress reliever."The 37 year-old drill sergeant competes in half-marathons "at every opportunity," usually finishing first, second or third, she said.

This is the first competition ever for Odgers, who only began running when he joined the Army in 1996. "This was kind of like a homecoming for me," he explained. Stationed at Fort Meyer in the D.C. area while on active duty, the Army Ten-Miler gave him the opportunity to come back for the first time since being reassigned in 2001.

"The race was amazing," he said.
"People were cheering the whole
time. We started at the Pentagon
and ran around Arlington, then
across the bridge to the Lincoln
Memorial, the Mall and over to the
Washington Monument. I think I
started off competing pretty good,

SCORES

Staff Sgt. Arthur Odgers, a drill sergeant assigned to RTC-West assists a Soldier shooting an azimuth during pre-deployment training at Ft. Hunter, Liggett, Calif. Odgers competed in the Army-10 miler with the USAR team. *Photo by Victoria L. White, 108th Training Command (IET) Public Affairs.*

so I plan to keep entering races, maybe some half marathons."

The Army Ten-Miler is an annual Army tradition. In its 25th year, it is sponsored by the U.S. Army Military District of Washington and the Joint Force Headquarters-National Capitol Region to promote the Army, build esprit de corps, support

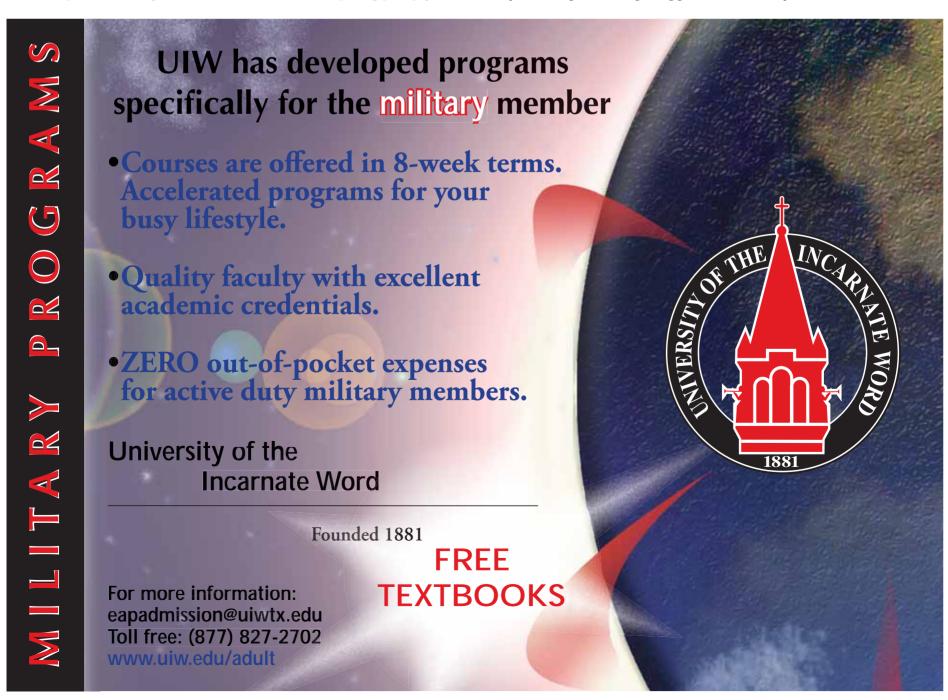
fitness goals and enhance community relations. It's open to anyone, with all proceeds benefitting Army Morale, Welfare and Recreation programs, a network of support and leisure services for Soldiers and their families.

Races are held in a variety of individual and team categories throughout the weekend, including the Wheelchair/Missing Parts in Action division, along with a host of other events that include music, entertainment, Youth runs and a traditional pasta dinner hosted by the Sergeants Major of the Army, Reserve and National Guard and commanding general of the Military District of Washington. The Secretary of the Army and the Army Chief of Staff open the race each year.

"We'll be out there competing again this year," Davis said.

All three say they hope to see more Reservists competing, saying the key to competing is practice. "If you're serious about running," Odger said, "dedicate yourself and practice just like you're going into a war zone. Practice your warrior skills. Run on a regular basis. Do sprints and curls."

The 2010 race will be held Oct. 24 with registration beginning in April. For more information about this year's race, visit the website at www.armytenmiler.com.



Paratroopers continue to sustain Haiti relief effort

By Gary Sheftick

WASHINGTON (Army News Service, Jan. 29, 2010) — Eight pallets of medical supplies left Fort Bragg. N.C., last night for the Haiti relief effort, and the post continues to send containers of water and rations to be airdropped onto the island.

Col. Kenneth C. Dver. commander of the 406th Army Field Support Brigade and acting S-4 of the XVIII Airborne Corps, spoke about Haiti humanitarian assistance during a blogger's roundtable, Jan. 29. He was joined by Col. Strep R. Kuehl, the XVIII Airborne Corps G-1 responsible for filling critical personnel needs for the task force conducting relief in Haiti.

About 3,000 paratroopers from

the 82nd Airborne Division's 2nd Brigade Combat Team are now in Haiti along with about 250 Soldiers from the XVIII Airborne Corps headquarters. They began deploy-

Base, N.C., Dyer said.

He said Light Medium Tactical Vehicles and 5-ton trucks had to be airlifted in order to distribute the humanitarian aid and rations to the

CVS capability and provide containerized delivery systems capability to support humanitarian feeding and support efforts."

At Fort Bragg's Heavy Drop Rig

Site, Dyer said parachute riggers have been working nonstop preparing containerized delivery system bundles with water and "meals, ready-to-eat" to drop into Haiti.

"We've dropped 84 bundles of water and 68 bundles of rations to date," Dyer said. "And rigging them — I'm talking around the clock in shifts."

"All the world's a drop zone," Kuehl said. "And we can be anyplace in just a matter of hours."

Initially, Fort Bragg sent about \$3-million worth of medical supplies and equipment to Haiti, Dyer said. Meeting the demands for support drained the installation's resources and capabilities, he said.

"We've built those back up and we've also built some additional sets," Dyer said, adding that a C-17 Globemaster III with medical equipment from Fort Bragg was on its way to Haiti today.

Fort Bragg is integrating the shipments of medical supplies and other aid to the best of its ability, Dyer said.

So far, the deployment and sustainment effort has been primarily by air, Dyer said, but now that the ports in Haiti have been cleared, that's about to change.

About 250 vehicles from Fort Bragg are currently on railcars heading to the port of Jacksonville, Fla., and will be shipped to Haiti. Another 140 containers of equipment and supplies from the installation will be sent to Haiti via ship, Dyer said.

"It's nowhere near the capacity that's going to be provided through USAID and some of the interagency partners on the ground that are now starting to leverage the port and containers of aid starting to come in." Dver said.

"It's a monumental effort on everybody's part," Kuehl said about the relief and sustainment effort.

Much of the Army and the rest of America is involved in the relief effort, Dyer said. He explained that the Army Materiel Command has provided a sizable amount of the equipment sent, community groups have donated water and food, the Air Force has moved it, and the paratroopers have been supported by the civilian Mission Support Element.

"It's all about teams, focused on an effort — a mission — and that's to provide relief to the Haitians," Dyer said.

"All the world's a drop zone. And we can be any place in just a matter of hours."

Col. Strep R. Kuehl

ing to Haiti soon after the devastating earthquake struck the country, Jan. 12.

A total of 148 aircraft deployed the brigade's Soldiers and equipment to Haiti, much of it over the past week, from Pope Air Force

population on Haiti.

"It was integrated packages of support," Dyer said. "You had security elements to secure things; you had drop zone assistance recovery teams and guys who could actually run drop zones so you could do

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2010 Census: especially important to Military Families

By Susan Anderson

WASHINGTON (Army News Service, Jan. 25, 2010) — With about \$400 billion a year in federal funds at stake, the 2010 Census may prove especially important for the thousands of Army Families who have relocated since 2000 as a result of Base Realignment and Closure, said a 2010 Census media specialist.

The larger the concentration of families in and around the installations that have experienced growth, the larger the support system has to be to accommodate them, said Robert Crockett, also a retired Army sergeant first class.

In addition to being a "snapshot of America," the Census is a device by which federal funds are returned to the states and congressional seats are distributed to accommodate state's changing needs, he said.

Military Families living in areas that have experienced significant growth may see the direct and indirect benefits of their participation in the Census through, for example, larger schools, hospitals, roads, housing for elderly, and job training. States that have grown in population since 2000 could also gain congressional seats after the 2010

Census, said Crockett.

With only 10 questions, the 2010 Census is the shortest to date. However, with so many servicemembers deployed, military Families in particular may still have questions regarding how to answer certain questions, he said.

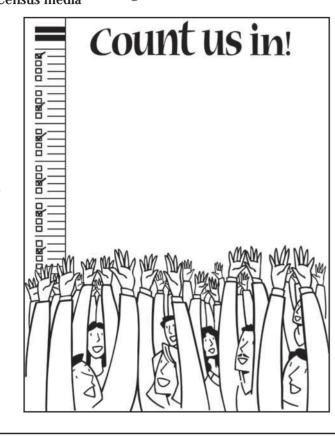
The first question on the Census is, "How many people were living or staying in this house, apartment or mobile home on April 1, 2010?"

"If a spouse is overseas, then that person receiving the questionnaire should not count the spouse that is overseas. That spouse overseas would be part of an overseas enumeration," and he or she will be listed by their home state, said Crockett.

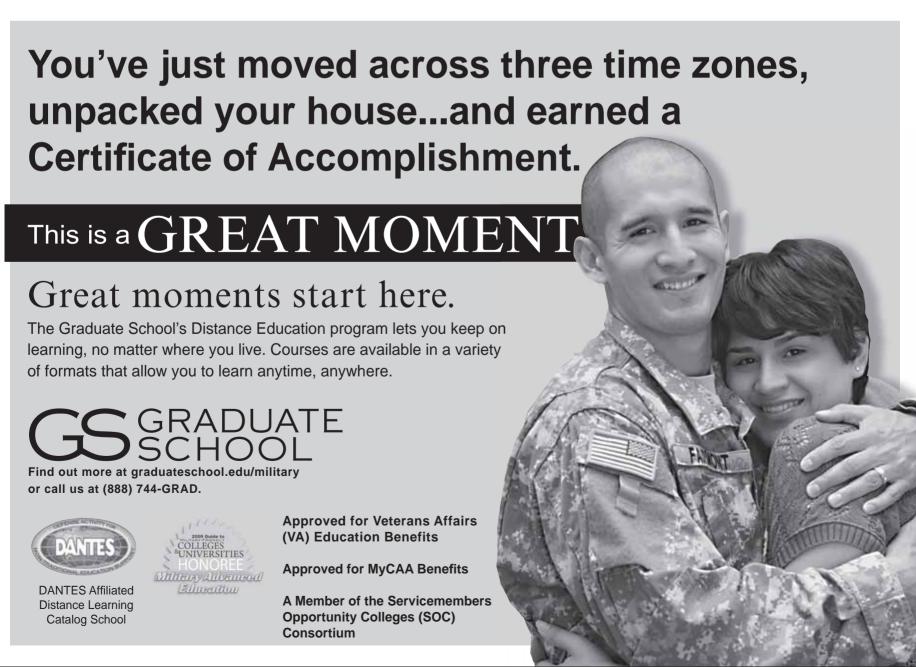
"If your spouse is on a military vessel with a U.S. homeport, then they should be counted as part of your household. If your spouse is on a military vessel from a foreign homeport, then they should not be counted as part of your household," he said.

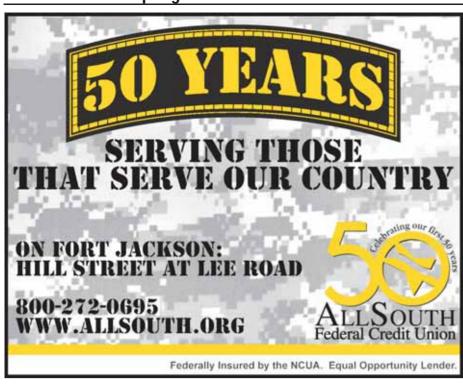
Military Families stateside will receive the Census form in the mail

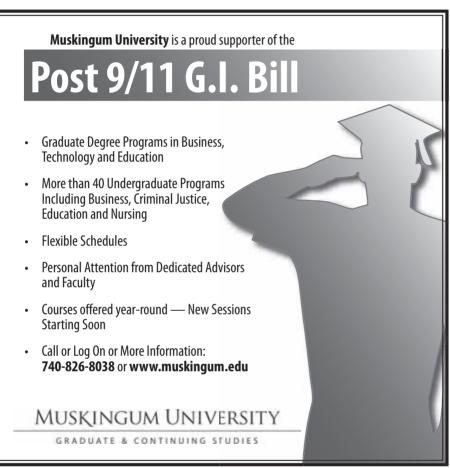
(SEE 2010 CENSUS PAGE 36)











2010 Census

(Continued from page 35)

just like everyone else.Those who live in barracks stateside will

Servicemembers and their families located overseas will not receive a form. The Defense Manpower Data Center will provide records to the Census Bureau for servicemembers and military families overseas,

based on home of record.

Families stateside who do not return the form within the indicated time will receive repeated notifications

from the Census Bureau. Then if the forms are still not received, families can expect a knock on the door from a Census worker.

If someone is apprehensive about speaking with a stranger, they can ask to see the identification card that all Census workers must and will carry, Crockett said, or a phone number to their supervisor.

He said the military community might be surprised to learn that the Census is the largest mobilization of resources that the nation undertakes.

"There is nothing in the United States that compares with the Census effort, this effort to count everyone, only once and in the right place. We have to hire a temporary force of over a million people. That's roughly the equivalent to the entire population of Hawaii, and we are setting out to count well over 130 million people," he said.

While participation in the Census

is required by law, Crockett points out that all answers are protected.

"The census is not intrusive... it's protected by law and none of this information is shared with any other agency whatsoever," he said.

Those who have filled out a Census form in years past may notice

The military community might be surprised to learn that the Census is the largest mobilization of resources that the nation undertakes.

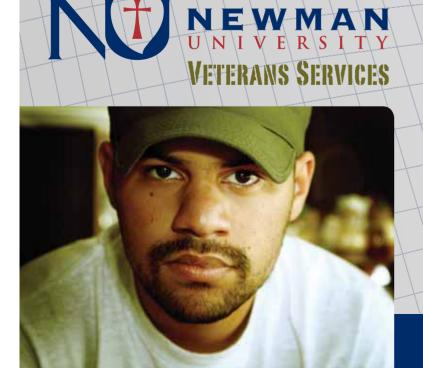
differences. Based on findings that suggest the simpler the form, the higher the participation, the 2010 Census form is limited to the most fundamental questions, Crockett said.

The more detailed questions asked in the past are now asked on the American Community Survey. Sent to a random sample of addresses on a monthly basis, the American Community Survey takes a more detailed look at what America wants and needs, Crockett said.

The American Census was first conducted in 1790, and was the first Census in history used to empower the people. It is repeated every 10 years.

For more information on the 2010 Census, visit www.census. gov. Follow the link to the 2010 page for frequently asked questions and a host of interactive activities, including testimonials and trackers that allow you to follow your community's return rate.

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Army invites 14,000 IRR Soldiers to readiness musters in 2010

By C. Todd Lopez

WASHINGTON (Army News Service, Jan. 21, 2010) — The Army kicks off another year of readiness musters, Jan. 23, for some 14,000 Soldiers in the Individual Ready Reserve.

The readiness muster in Phoenix, Ariz., the first of 19 this year, will help the Army keep track of Soldiers in the IRR, while at the same time it will help those Soldiers stay abreast of the benefits and opportunities available to them.

"The bull's-eye we're hitting are the administrative and medical updates, that's the reason we have the musters," said Brig. Gen. William D. Waff, deputy commanding general, U.S. Army Human Resources Command. "And with the readiness musters we really add to that so that Soldiers understand what their benefits are. There's also options to learn about federal employment or to become part of active Reserve units."

All military personnel enter service for a period of eight years – it's in the contracts they sign, Waff said. Those eight years can be carved up in multiple ways. Many Soldiers, for instance, will serve four years active duty and then separate from active service and serve the remaining four years of their eight-year "military service obligation" in the IRR.

There's about 60,000 Soldiers currently in the IRR, Waff said. They do not drill, wear uniforms, comply with the UCMJ, or even get paid. But once a year, many are called up to "muster," so the Army can ensure the accuracy of their administrative and medical data.

First-year IRR Soldiers will be called to one-on-one musters with career counselors, Waff said.

Others called to the readiness muster won't just stand in line to update their records, he said. They also learn about benefits and opportunities available to them as both IRR members and veterans.

At the Jan. 23 muster at the Veterans Affairs Health Care Facility in Phoenix, Ariz., IRR Soldiers met with representatives from the Civilian Human Resources Agency to discuss employment as Army civilians, for instance. Those Soldiers also learned about opportunities available in the selective Reserve and about medical benefits available to qualified Soldiers through the VA.

Soldiers in the IRR are not entirely unaware of the many benefits and opportunities available to them — such as the five-point veteran's preference toward federal employment — Waff said. Many times they've been told, they just don't remember.

"You can tell somebody something three times by mail or e-mail, but when you get them in person and their eyes lock on it, with somebody that can explain the second- and third-order effects of that, that's when they finally say 'oh I didn't know I had this as a benefit ' or 'wow this is a good deal,'"Waff said.

Soldiers who attend a muster are paid \$200 for their time.

Army and other services maintain the IRR so that they will have a pool of trained servicemembers, that if needed, can be recalled.

In fiscal year 2007, for instance, the Army recalled 3,400 Soldiers from the IRR. Some went overseas and others served stateside. In FY 2008, that number crept up to 4,400. Of those, 1,100 went to Iraq and 400 to Afghanistan. In FY 2009,

7,000 Soldiers were called up from the IRR. Of those, 1,400 went to Iraq and 550 went to Afghanistan.

In the first quarter of FY 2010, which runs Oct. 1 - Dec. 31, 2009, nearly 3,000 Soldiers were called up from the IRR to fill critical slots in the Army. The numbers for how many went to Iraq and how many to Afghanistan are not yet available.

The FY 2010 Army readiness musters are as follows:

- Jan. 23: Phoenix, Ariz.
- Feb. 6: Fort Knox, Ky.
- Feb. 27-28: Los Angeles, Cal.
- Mar. 6: Puerto Rico

- Mar. 13:Tampa, Fla.
- Mar. 20: Houston, Texas
- Mar. 27: Atlanta, Ga.
- Apr. 10-11: Arlington Heights, Ill.
- Apr. 24-25: Philadelphia, Pa.
- May. 1-2: New York, N.Y.
- May. 22-24: Minneapolis, Minn.
- Jun. 5:Tacoma, Wash.
- Jun. 26-27: Dallas, Texas
- Jul. 17:Temple,Texas
- Jul. 24: .Boston, Mass.
- Jul. 31: Fayetteville, N.C.
- Aug. 7: Denver, Colo.
- Aug. 14-15: Fort Meade, Md.
- Aug. 28: Ann Arbor, Mich.





Executive Order bans texting while driving for federal employees

By Samantha L. Quigley
American Forces Press Service

WASHINGTON (AFNS) — In an executive order issued Oct. 1, President Barack Obama banned federal employees from text messaging while behind the wheel on government business.

"With nearly 3 million civilian employees, the federal government can and should demonstrate leadership in reducing the dangers of text messaging while driving," President Obama said in the order. "A federal government-wide prohibition on the use of text messaging while driving on official business or while using government-supplied equipment will help save lives, reduce injuries, and set an example for state and local governments, private employers, and individual drivers."

Text messaging, or "texting," encompasses more than simply sending a text message via a handheld

communication device. It also includes reading from any handheld or other electronic device, including for the purpose of SMS texting, e-mailing, instant messaging, obtaining navigational information, or "engaging in any other form of electronic

data retrieval or electronic data communication," the order said.

The order defines driving as "operating a motor vehicle on an active roadway with the motor running." This includes the time the vehicle is temporarily stationary because of traffic, a traffic light or stop sign or other cause.

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"It does not include operating a motor vehicle with or without the motor running when one has appropriate measures to implement this order, adopt measures to ensure compliance with the ban on

The order defines driving as "operating a motor vehicle on an active roadway with the motor running." This includes the time the vehicle is temporarily stationary because of traffic, a traffic light or stop sign or other cause.

pulled over to the side of, or off, an active roadway and has halted in a location where one can safely remain stationary," President Obama said in the order.

While the order applies specifi-

cally to federal employees, it also asks contractors to follow suit, and encourages civilians to adopt the same measures while operating their own vehicles.

Agencies are being directed to implement this order through the consideration of new rules and programs and re-evaluation of existing programs. Agency heads are urged to conduct education, awareness and other outreach for federal employees about the safety risks associated with texting while driving.

"These initiatives should encourage compliance with the agency's text messaging policy while off duty," President Obama said.

Agencies have 90 days to take

text messaging - including disciplinary action for violations - and notify the transportation secretary of the measures undertaken.

Agency heads may exempt certain employees, devices or vehicles



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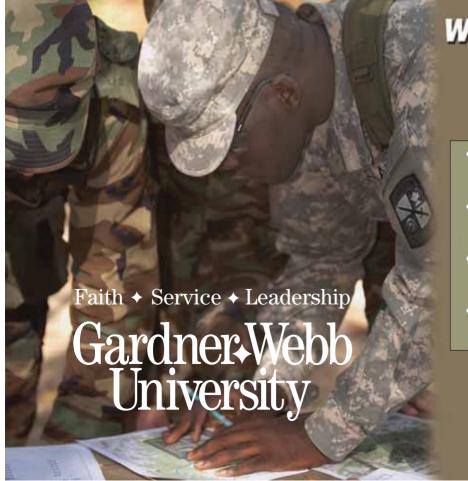


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that are engaged in or used for protective, law enforcement or national security responsibilities or on the basis of other emergency conditions, the order says.



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Army chapels raising funds for Haiti relief

By Gary Sheftick

WASHINGTON (Army News Service, Jan. 22, 2010) — Across the Army, Soldiers and families are donating funds to the Haiti relief effort by passing the collection basket during chapel services.

The Army's chief of chaplains requested that money collected during services at Army chapels this month be donated to the American Red Cross Haiti Relief fund. A memorandum sent Jan. 14 to all Army garrison and medical center chaplains asked that designated offerings for Haiti relief be collected

at chapel services not later than Jan. 31.

"Every week, there are nearly 1,000 worship services in our chapels," said Lt. Col. Charleton Birch, who provides strategic communications for the Army's Office of the Chief of Chaplains. He said about 50,000 Soldiers and their family members typically attend the services.

Normally, chapel collections are designated at the local level, Birch explained. But in the past, Armywide collections were taken for survivors of Hurricane Katrina in 2005 and the Indian Ocean tsuna-

mi the year before.

Army chapels raised about \$400,000 for Katrina relief, Birch

"They want to show their compassion and caring for the larger community," Birch said of Army congregations and all who attend chapel services.

Collections at military chapels typically go back to the community, Birch said. Since local commanders have the responsibility to provide support to chapels and donations are not needed to pay the salary of chaplains, there's more opportunity for congregations on post to use their collections to support chari-

Birch pointed out that Army congregations of all faiths — Protestant, Catholic, Jewish and Muslim — are all contributing to the Haiti relief effort.

"This is an opportunity for Soldiers and families to demonstrate the spiritual strength of our Army," Birch said.

The only Army services which will not collect for Haiti are ones in Iraq and Afghanistan, Birch said. Collections are normally not taken there at services in the field, he explained.





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In briefs...

Volunteers lay 15,000 wreaths at Arlington Cemetery

C. Todd Lopez

ARLINGTON, Va. (Army News Service, Dec. 15, 2009) — Volunteers placed some 15,000 wreaths on headstones at Arlington National Cemetery, Dec. 12, as part of a tradition that has continued now for 18 years.

Thousands of volunteers, including servicemembers, and young people from scouting and cadet

programs, braved the early morning cold for the opportunity to place an evergreen wreath on a grave marker at the nation's most wellknown military cemetery.

The wreaths placed at Arlington were provided by the non-profit "Wreaths Across America" program, which this year gathered some 150,000 wreaths for placement at more than 400 state and national cemeteries across the United States.

The program was started by Morrill Worcester, of the Worcester Wreath Company. He began laying wreaths at Arlington National Cemetery in 1992. While many of the 150,000 wreaths were paid for by contributions from individuals and businesses, the Worcester Wreath Company itself continues to be a major contributor to the program. In 2008, for instance, the company donated more than 25,000 wreaths.

"Your act of kindness has spurred a movement across this entire country," Maj. Gen. Karl R. Horst, commander, Military District of Washington, told Worcester and his wife, Karen. The general also thanked the thousands that had gathered at the cemetery to volunteer their time to place wreaths on the stones.

"For some of you this may be the first time you visited Arlington National Cemetery," he said. "We appreciate you being here today to help honor our veterans and those that have made the ultimate sacrifice on behalf of this great country."

Karen Worcester also addressed those volunteers, saying the placement of the wreaths there was more than holiday decoration, but an opportunity to teach youth about sacrifice, American history and family.

"These are families here, they are not stones, they are not graves," she said. "These are our families, this is our history and we need to take that and teach that to our children – that this is their history, to hang on to it hold it, and always remember. We as a nation cannot go forward with any good sense of planning if we don't know what we've left behind. That's why we are here."

After opening statements, volunteers pulled wreaths from three tractor trailers in the cemetery and laid them against the headstones.

Army to increase medevac support, add new CAB, more UAVs

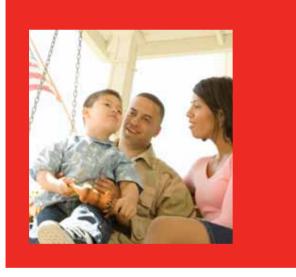
By J.D. Leipold

WASHINGTON (Army News Service, Jan. 7, 2010) — The Army's top operations officer said yesterday that not only will the Army add a new combat aviation brigade to the warfight, it will also increase the number of aircraft in medical evacuation companies.

Speaking at the annual Association of the U.S.Army Aviation Symposium and Exhibition here, Lt. Gen. James D.Thurman, G-3/5/7, told members and contractors that

(SEE IN BRIEFS PAGE 42)





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From the Retention Office...

Army to end Stop Loss and pay retroactive Stop Loss special pay

By Master Sgt. Barbra J. Foster 108th Training Command (IET)

The Army will phase out "stoploss" which mandates that Soldiers remain in the military beyond their service obligation by March, 2011. Army Reserve units mobilized after 1 August 2009 are no longer subject to stop loss policy. The Army National Guard ceased stop loss policy on 1 September 2009.

Stop-Loss began with an executive order in 1990, and gave the defense secretary authority to hold on to or bring back from retirement military personnel deemed essential to U.S. national security. The Army used stop-loss during the Persian Gulf War and after the 9-11 Attacks. Although stop-loss has been a vital tool to maintain continuity in leadership and cohesion within units that trained for and then deployed to war, the policy has long been perceived as a "backdoor draft."

All Soldiers, to include, former, retired, and survivors whose military service was involuntarily extended under stop-loss between September 11, 2001 and September 30, 2008 are eligible to apply for Retroactive Stop Loss Special Pay (RSLSP). RSLSP will be paid at \$500 per month for each month or partial month a service member was retained on active duty beyond their:

- Contractual Expiration of Term of Service (ETS)
- Approved request for transfer to the Individual Ready Reserve
- · Approved retirement based on length of service.
- Approved resignation for Officers serving beyond their Military Service Obligation.
- Each Soldier, retiree or survivor electing to file a claim will need to provide the following support documents with their claim:

Enlisted Soldiers:

- DD Form 214, Certificate of Release or Discharge from Active Duty and/or DD Form 215.
- DD Form 4, Enlistment/Reen**listment Contract**
- DA Form 4836, Extension Con-
- DA Form 4651-R (Request for Reserve Component Assignment or Transfer) requesting transfer to the IRR, if applicable.
- Memorandum showing approved retirement was suspended or denied.

Officers:

• DD Form 214. Certificate of Release or Discharge from Active

Duty and/or DD Form 215.

 Memorandum showing approved retirement/resignation was denied or suspended.

The Army will process claims for RSLSP between October 21, 2009 - October 21, 2010. Claims submitted after 21 Oct 10 will not be paid. Electronic claims may be submitted at: https://www.stoplosspay.army.

NOTE: Soldiers discharged or released from active duty under other than honorable conditions are not eligible for RSLSP. If the Soldier or survivor lacks the documents to support the claim, he/she should request assistance at: retrostoplosspay@ conus.army.mil.





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no force-wide transformational change to the aviation force was more important or consequential than the decision to increase aircraft in medevac companies from 12 to 15.

"We've got to get our men and women off the battlefield – that's non-negotiable,"Thurman said. "This demonstrates the Army's resolve and commitment to troops in combat operations as well as their families and loved ones.

"We've also added nine additional medevac companies to the reserve component," said Thurman, who also formerly served as director of the Army Aviation Task Force.

"The Army will aggressively grow this strategic capability in order to improve air medical evacuation in combat," he said "The priority will be Afghanistan with the first transformed 15-ship company arriving late spring 2010."

In an earlier AUSA session, the

commander of the Aviation Center of Excellence, Maj. Gen. James O. Barclay III, told members about the stand-up of a new combat aviation brigade, through Army and Defense Department leaders had yet to decide where the brigade would be headquartered.

Thurman elaborated on the new CAB, saying it would be designated as the 16th Combat Aviation Brigade in honor of the 16th Aviation Group whose heritage dates back to the Vietnam War.

"The brigade will be formed by

recognition of current assets from within the active component,"Thurman said, "and while all aircraft and crews required to establish the 16th... are already in the force, the Army must add approximately 700 Soldiers to the force to stand up the assault helicopter battalion and aviation support battalion structures."

According to the general, the next major structural change in Army aviation under consideration by Army leadership involves a potential restructuring of four remaining active-component heavy combat aviation brigades and one light combat aviation brigade to full-spectrum design.

"This decision is being considered along with a decision to restructure the armed reconnaissance squadron to a design featuring three troops of OH-58 Kiowa Warriors and two platoons in Shadow tactical unmanned systems,"Thurman added.

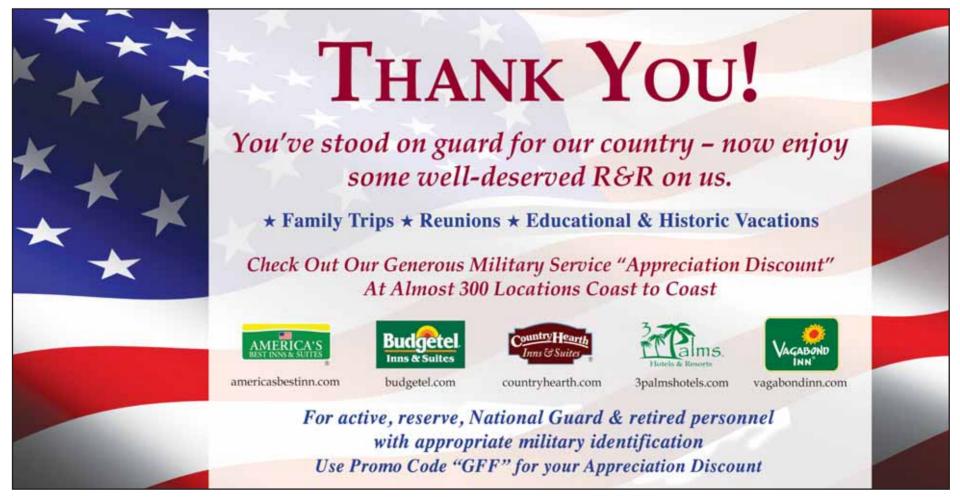
"The manned/unmanned teaming concept will serve to provide real-time ISR (intelligence, surveillance, reconnaissance) support within the CAB and fully maximize the capabilities for both systems so we meet the ground commanders' needs," he said.

The general also addressed the 400-percent growth of unmanned aircraft systems flight hours, noting those hours to have increased from 500 hours flown by only three UAVs a decade ago to more than 180,000 flown hours by more than 1,700 UAVs in 2009.

Additionally, the aviation branch trained more than 1,800 unmanned operators in 2009 and expects to surpass 2,000 by the end of this year. Thurman said the exponential growth in the number of aircraft and trained professionals is coupled with providing more capable systems as the enemy adapts to current operations.

"Our unmanned aircraft systems are forecast to reach the milestone





of 1 million total flight hours flown in the coming year of which 88 percent have been flown in support of combat operations, so it's huge growth,"Thurman said. He said the Army expects to have all brigade combat teams fielded with Shadow tactical unmanned aircraft systems by 2011.

"We know the integration of unmanned aircraft systems with our maneuver forces into a single, cohesive combat capability is paramount," he said.

Schloesser: Brigade commander's job more challenging than ever By Susan R. Anderson

WASHINGTON (Army News Service, Jan. 6, 2010) — "In a relatively short period of time... the role of the brigade commander, whether

it's a BCT (brigade combat team) commander or an aviation brigade commander or other, has become incredibly more complex," said the Army's director of aviation.

Maj. Gen. Jeffrey J. Schloesser discussed the growing challenges brigade commanders face when he spoke at the Association of the United States Army's Aviation Symposium Thursday in Arlington, Va.

"We are asking them (brigade commanders) to have skills sets that, to be truthful, I don't believe we are training them to get to at this point in time," said Schloesser.

For example, "we talk about being able to put the iron on the tire, etc... but we have to be a part of the counterinsurgency efforts and not just part of the enabling efforts," he said. "So the challenge of the brigade commander is to figure

out 'how can I help in counterinsurgency, how can I do both."

Fellow panelist and 159th Combat Aviation Brigade Commander Col. Jessie O. Farrington echoed those concerns when he discussed his most recent deployment to Afghanistan.

"We picked up initially a very kinetic fight, and I learned that you can't win the hearts and minds of people if you're [fighting] them every night, so we began being less kinetic, with some effect," said Farrington.

Part of the on-going challenge is changing how some commanders view their 12- to 15-month deployments, said Schloesser. They can't think of it as having a start date and an end state. "That's hogwash."

Everyone must understand that there is a continuum, from RESET,

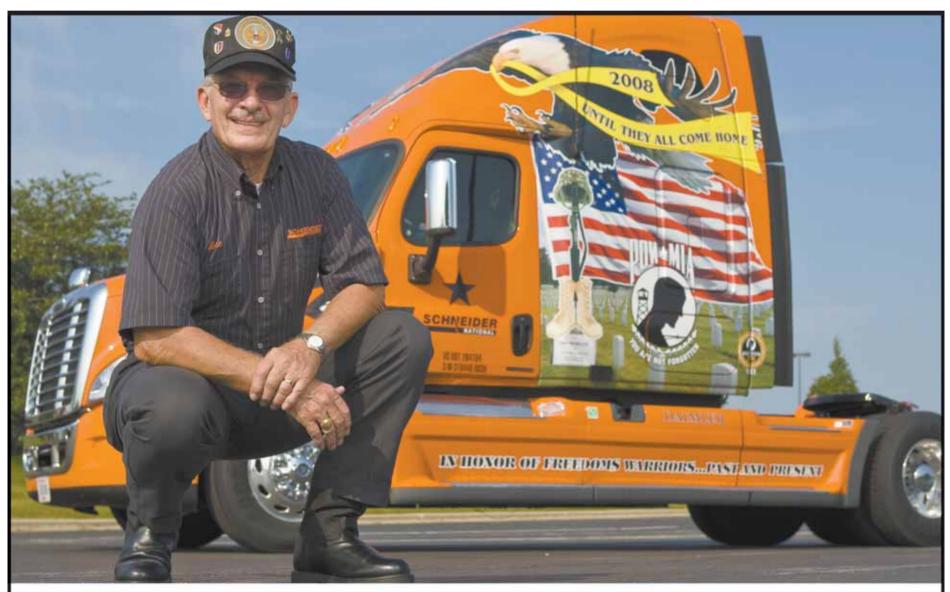
to training, to deployment combat, he said.

Col. Erik C. Peterson, also a member of the panel, described his own focus on a continuum while deployed.

Every day was an experience trying to synchronize all of the aspects of ARFORGEN — the Army Force Generation process. Every failure to do that, was the loss of a training opportunity, said Peterson.

"The challenges the Army faces in Iraq and Afghanistan are likely not unique, but are challenges the Army will have to deal with well into the next several decades... and I don't mean that these are only wartime challenges, but challenges we will see throughout what I believe will be an era of persistent

(SEE IN BRIEFS PAGE 44)



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conflict," said Schloesser.

"It's going to be up to you all and all of us working together to make sure that Soldiers do all of this," to meet the growing challenges and do this is in a better way, he said.

Despite these challenges, 159th Combat Aviation Brigade commander and fellow panelist Col. Ronald E Lewis described the resiliency he's witnessed in recently-deployed troops.

It's not like years ago when a Soldier's job was "X" then that's

what he was, that's what he did every day, said Lewis. Today, Soldiers are forced to fulfill many different roles, he said.

"Their time in Iraq and Afghanistan is making them very, very dynamic, and very multifunctional," he said.

Army Reserve seeks to 'balance the force' with seasoned Soldiers By Kayla Munro

ARLINGTON, Va. (Army News Service, Dec. 14, 2009) - The Army Reserve has increased its ranks by 20,000 and continues to meet its recruiting goals, but there are some gaps that remain unfilled in mid-level ranks and different specialties.

Shortages exist particularly among mid-level commissioned and noncommissioned officers. The force is short on captains, majors and sergeants first class, but has a surplus of colonels and sergeants major, said Brig. Gen. Leslie A. Purser, the Army Reserve's deputy chief.

Purser said she is working to ensure the Army Reserve has the right force for the right missions.

"We want to make sure we have the right Soldier in the right place at the right time," she said. "We have to make sure we can balance it across the force." In order to accomplish that balance, Purser said the Army Reserve must target prior-service Soldiers more than those without any service.

"We get seasoned Soldiers and their active-duty experience so that we can train our reservists who may not have had an opportunity to be on active duty," Purser said.

The Army Reserve is increasing its efforts at transition points where active-duty Soldiers leave the service in an attempt to reach out and provide them with the benefits of joining the Reserve so that they will continue to serve their country.

Efforts include attempting to reach prospects within six to nine months before the end of their service agreements so that they are aware of the opportunities available to them in the Reserve.

Reserve Soldiers can be considered on a case-by-case basis for deferred deployment in order to finish their bachelors or associates degree if they are enrolled in an accredited university, Purser said.

"We have some terrific incentives that would help give them a more positive quality of life than it would if they got off active duty and just hung it all up," she said. "We think that it's very valuable for them to continue their service in support of their country and we can help them do that," Purser said.

In an effort to attract more active-duty Soldiers, the Army Reserve will guarantee that a Soldier who joins the Reserve will be deferred for two years from deployment.

Additionally, the Employer Partnership initiative links Army Reserve Soldiers with civilian job opportunities in their military career fields with nearly 800 employers throughout the United States who have acknowledged and support the obligation reservists must fulfill.

"We like to think of the Army Reserve as a positive investment for America," Purser said. "We are helping America accomplish its military objectives and strategic military objectives as well as helping smalltown employers and large corporations hire the best qualified individuals."

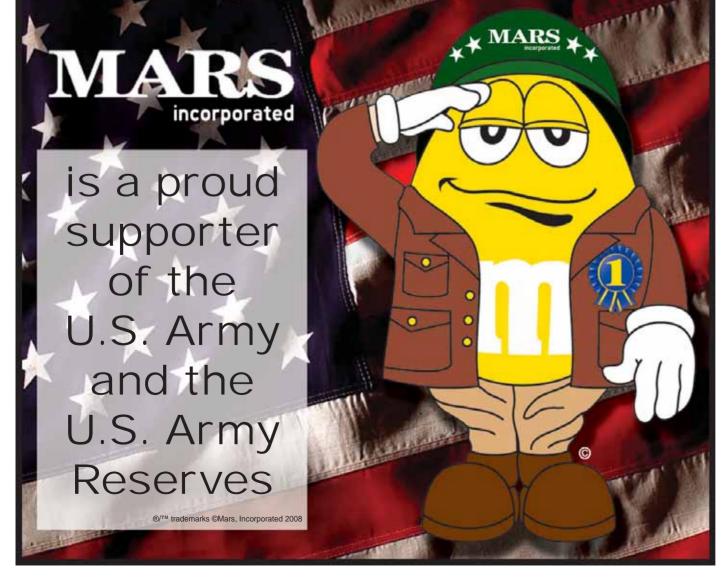
For more information about a career in the Army Reserve, visit: www.goarmyreserve.com.Additional information about the Employer Partnership initiative can be found at: www.usar.army.mil.

Secretary of Army sets acquisition reform, outreach as priorities

WASHINGTON (Army News Service, Jan. 6, 2009) — Secretary of the Army John McHugh gave Pentagon staffers a "preliminary report" today after his first three months in office, asking them to continue supporting Soldier and Family programs, focus more on Congressional outreach and continue acquisition reform.

McHugh, who took office Sept. 21, spoke to more than 400 members of the Army staff and secretariat in the Pentagon auditorium at an Army Senior Leaders Forum.





"The most important thing we do is take care of our Soldiers and take care of our families," he emphasized. There's a "critical interdependence" between Soldiers and families in relation to readiness, he said, especially with an all-volunteer force.

Quality-of-life programs must be balanced with modernizing the force, he said later, especially after almost nine years of war.

Facing persistent conflict, he said the Army must transform the way it develops its leaders to prepare them for "hybrid threats" and ambiguous situations. He said the Army must train its leaders to be comfortable in dealing with uncertainty by teaching them "how to think" not just "what to think."

"Technology does not in and of itself lift the fog of war," McHugh said. He said more decentralized authority is needed, from the institutional level to combat.

One challenge the Army continues to face, he said, is reforming the acquisition process.

"In too many instances, the socalled traditional acquisition process has not been as agile, flexible and efficient as the force it's charged to support," McHugh said.

He lauded initiatives such as the Rapid Equipping Force program and Experimental Task Force, saying the Army must continue to efforts to get technology into the hands of Soldiers quicker. "It's a work in progress," he said, but there's more to be done.

"...We have to re-tool our entire existing acquisition processes and develop a more agile acquisition strategy that directly supports the warfighter on the battlefield today, next year and beyond," McHugh said. "And do it in a way that meets the expectations of our overseers on Capitol Hill."

The Army needs a more robust and effective partnership with Congress, McHugh said.

He challenged every member of the Army staff to help the Office of the Chief of Legislative Liaison in its mission.

He praised the Congressional Fellowship Program, saying the program is larger now than ever with 26 fellows from the Army on Capitol Hill, and added that the program should continue to grow.

He challenged every general officer in the National Capitol Region to take a "direct, personal role" in fostering a relationship with Congress.

"I encourage each of you to

make a concerted effort to specifically partner with a member in office on Capitol Hill," he said.

He said the from his perspective serving 17 years in the House of Representatives, the other services are doing a better job of explaining their needs to Congress and reporting their achievements. He said improving this relationship with Congress is crucial to success in obtaining needed resources.

McHugh was asked whether the number of civilian employees working for the Army would grow beyond 200,000 in light of President Obama's initiative to replace contractors with government employees, when appropriate. He said outsourcing would be examined on a case-by-case basis, and where there was not an essential government responsibility to keep a function in-house, who could do the job most efficiently would be weighed.

"I think our first responsibility has to be to the taxpayer dollar," he said, adding that a "robust interaction" between the public and private sectors will not only stimulate the economy, but provide an Army outreach into communities.



